



BOSTON'S LATIN QUARTER

Cultural District Plan

September 2019

Prepared for

Hyde Square Task Force
City of Boston Mayor's Office of Arts & Culture
Latin Quarter Advisory Committee



Acknowledgements

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El Origen

The Origin

Hyde Square Task Force and the City of Boston secured an Our Town grant from the National Endowment for the Arts to support an arts and community development project focused on strengthening Boston's Latin Quarter as a designated cultural district. This project funded new creative placemaking activities, outreach to community leaders and consensus building, development of a marketing strategy, and cultural district planning. This project builds off recent efforts to recognize Boston's Latin Quarter as a cultural district, expand investment in arts and cultural facilities and programming in Boston, and better support Boston's growing Latinx population.

In addition, the project responds to the larger context of development initiatives coming to the neighborhood and the priorities for cultural equity and inclusion in arts and culture planning articulated by the Mayor's Office of Arts & Culture:

- Development projects worth over \$300 million are slated for the LQ over the next decade – an unprecedented opportunity to integrate arts and culture into community revitalization work.
- The City is prioritizing the development of cultural facilities and uses following its 2016 cultural plan. Recent studies and data collection efforts describe city-wide demand for performing arts facilities, live/work space, and work-only space for artists.
- While the number of Latinos in Boston has increased by more than 74% since 1990, there is a glaring lack of Latinx arts programs, facilities and institutions in the city.

MAPC's Arts & Culture Department joined the project team as a cultural planning consultant and led development of the cultural district plan for Boston's Latin Quarter, working with the Boston Latin Quarter Advisory Committee (LQAC), Hyde Square Task Force (HSTF), and the Boston's Mayor's Office of Arts & Culture (MOAC). This Cultural District Plan is oriented towards the needs and concerns of the neighborhood, with an emphasis on inclusion, sustainability, mitigating residential and commercial displacement, and supporting greater integration of local merchants with cultural district priorities and programming.



Figure 1. *Mariposas and Mangoes*, 2018, Chantal Thervil and Iris Lapaix. Created as part of Artist Residency with Hyde Square Task Force.

La Historia

The History

Latinx residents began to settle in Jamaica Plain in the 1960s. Over the last sixty years, waves of new arrivals from Cuba, Puerto Rico, the Dominican Republic and Central and South America turned the neighborhood into a hub of Latinx culture. By 1980, twenty percent of the Latinx population of Boston resided in Jamaica Plain – a neighborhood housing only seven percent of the city’s population! The neighborhood attracted businesses that served the rapidly expanding Latinx population throughout Boston including the Spanish-language newspaper *El Mundo Boston* and the Hi-Lo grocery store, a destination for Latinx foods and products.

By the early 1990s, the impacts of the crack cocaine epidemic left the neighborhood rife with disinvestment, crime and violence. At that time, Boston Police labeled Hyde-Jackson Square "the cocaine capital of New England." Over the past 25 years, grassroots Latinx-led groups have taken the lead in an effort to transform this neighborhood into a bustling business and cultural district. They achieved this by mobilizing stakeholders, galvanizing political support, forming strategic partnerships, registering voters and attracting resources to the area.

Youth and arts are integral to community organizing and renewal in the Latin Quarter

In the 1990s, Hyde Square Task Force (HSTF) formed to support youth development through emphasis on civic engagement, connection to Afro-Latin culture, and career pathways. HSTF has been a key partner in connecting youth and the arts to neighborhood renewal, helping organize mural projects with Jamaica Plain Neighborhood Development Corporation (JPNDC) and Urban Edge and expanding Afro-Latin cultural events and programs in the district.

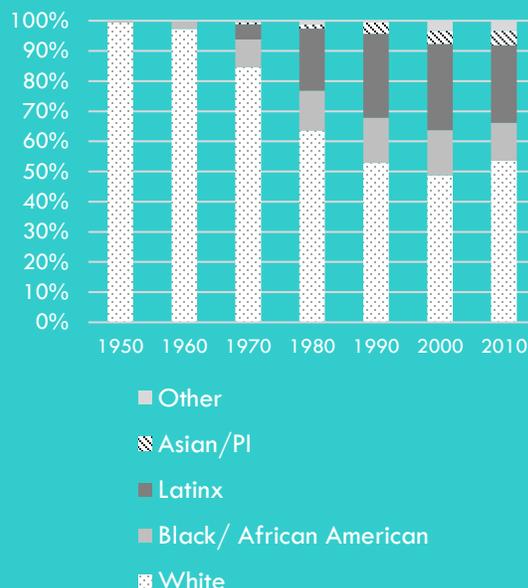


Figure 2. Mural in Mozart Park. Artist: Robert Chao with local youth

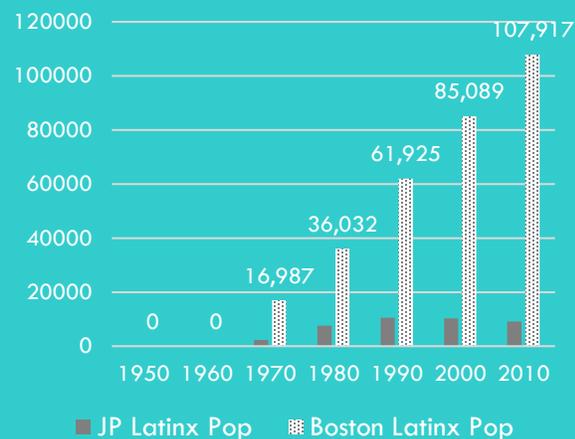
Mozart Park, once inaccessible to the community due to gang activity and violence, is home to public art that

By the numbers...

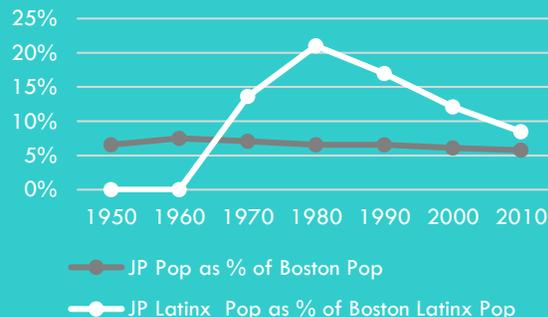
Jamaica Plain Demographic Shift 1950-2010



Boston Latinx Population Growth 1950-2010



Shift in JP Share of Boston's Latinx Population, 1950-2010



celebrates the Latinx identity of the neighborhood and the immigrant experience of striving in a new environment. The mural in Mozart Park was originally painted in 1987 by Nicaraguan artists to depict scenes from Central America alongside scenes from Jamaica Plain. More recent updates have depicted images of youth activism and community organizing against violence as well as gentrification and displacement.

Businesses anchor the Latin Quarter's cultural identity

Latinx-owned and Latinx-serving businesses are universally recognized as key asset for the Latinx identity of the Latin Quarter. The loss of long-term, highly visible anchor businesses including the Hi-Lo grocery store, replaced by a Whole Foods Market in 2011, and *El Mundo Boston*, which moved its headquarters to East Boston in 2018, have highlighted the importance of supporting the local business community through the Latin Quarter Cultural District Plan.

In 2019, approximately half of the 104 businesses along Centre Street in the Latin Quarter are Latinx-owned or managed and contribute to the identity of the district¹. Barbershops and beauty salons are centers of activity, bodegas provide a welcoming space for Latinx youth and the restaurants are destinations where visitors enjoy Cuban, Puerto Rican and Dominican food. Signs and advertisements in Spanish highlight the cultural identity of the district and murals on business facades bring color and life to the street. The display of the official honorific “Avenida de las Americas” bestowed in 2011 to Centre Street in the district further highlights this identity.



¹ Source: Hyde-Jackson Main Streets business inventory data updated through district walking tour with Harry Smith and confirmed using online information.

By the numbers...

Businesses are small

- **50%** of businesses conduct < **\$500,000** in annual sales
- **Most businesses** employ < **10** employees

Source: Infogroup USA 2016

Annual Sales Volume Hyde Square Businesses n=134

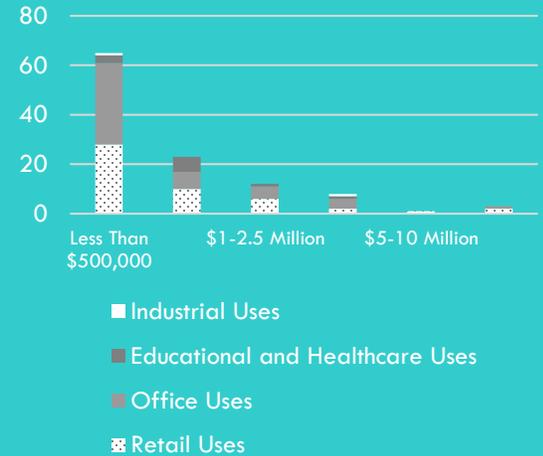


Figure 3. Annual Sales Volume in Hyde Square. Source: Infogroup USA 2016

Rent is increasing

- **95% increase** in rent per square foot between 2010 and 2018

All Service Rent: Jamaica Plain and Hyde Square

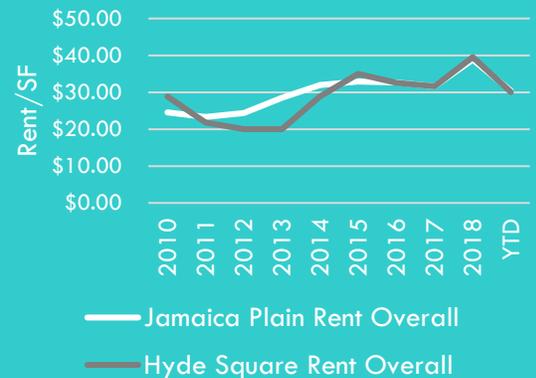


Figure 4. Rents in Hyde Square vs. Jamaica Plain, 2010 – 2019. Note that data for 2010 and 2014 were not available therefore averages are listed. Source: CoStar

Gentrification and displacement are key challenges for the Latin Quarter

The community's success in addressing public safety concerns and promoting Jamaica Plain as a vibrant, diverse hub of arts and culture combined with growing preferences among young professionals for urban amenities and transit access to reverse white flight from Jamaica Plain. Between 2000 and 2010, after five decades of decline, the white population in JP increased by nine percent while the Latinx population of Jamaica Plain declined by eleven percent. Owner-occupied housing units in Jamaica Plain increased by twenty-two percent during this time period, accompanied by increasing rents and housing costs.

Affordable Housing is important to cultural stability in the Latin Quarter

Between 2010 and 2017, the Latinx population remained stable in the residential neighborhoods abutting Centre Street. The census tracts north of Centre Street, which have a higher number of affordable housing units, have seen a slight increase in Latinx population. The area south of Centre Street between Forbes Street and Lamartine Street has gained fewer affordable units and seen sharper increases in housing price. In this area, the Latinx population declined slightly between the 2010 U.S. Census and the 2013-2017 American Community Survey. Residents and businesses alike have identified affordable housing as a top priority for maintaining the cultural identity of Boston's Latin Quarter.

Spanish language is an important asset in the Latin Quarter

As the share of Boston's Latin Quarter population identifying as white or Asian increased between 2010 and 2017, the number of residents identifying as Latinx also increased. Language isolation is an issue in the census tracts around the Latin Quarter. American Community Survey data comparing 2007-2011 with 2011-2015 shows that in census tracts 120500, 120700, 081200, Spanish speakers are more likely to experience linguistic isolation than other non-English-speakers even as linguistic isolation is decreasing overall. In 2011-2015, one-quarter to one-third of Spanish-speaking residents in the Latin Quarter could not speak English well or could not speak English at all.

By the numbers...

Boston's Latin Quarter Share of Latinx Population
American Community Survey Estimates 2013-2017

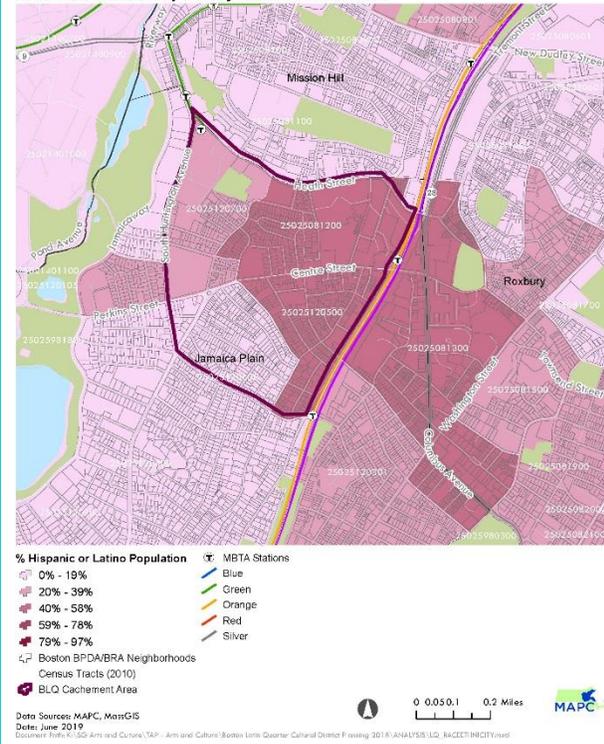


Figure 6. Latinx Population in and around Boston's Latin Quarter 2013-2017. Source: American Community Survey Estimates 2013-2017, MAPC, Mass GIS.

Demographics in Boston's Latin Quarter 2010-2017

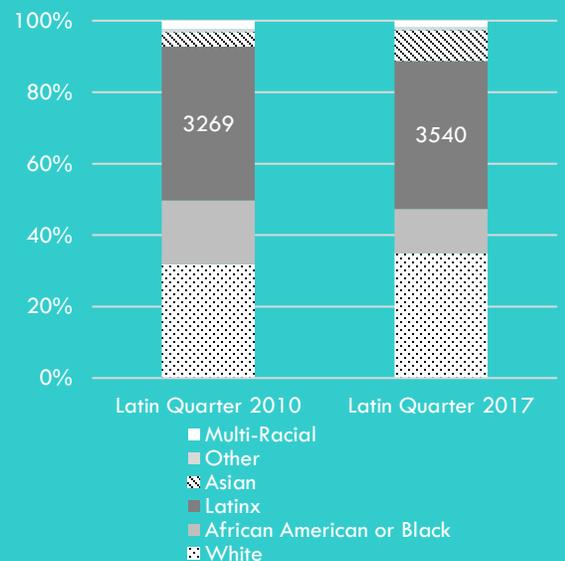


Figure 5. Recent Demographic Change in Boston's Latin Quarter (Census Tracts 120500, 120700, 081200). US Source: Census 2010 and American Community Survey 2013-2017.

Youth are the engine powering Boston's Latin Quarter

In 2008, a group of small business owners, Hyde Square Task Force (HSTF) and Jamaica Plain Neighborhood Development Corporation (JPND) decided to brand the area as Boston's Latin Quarter. In 2015, HSTF youth partnered with the organization's staff and board to lead a community-wide effort to strengthen the Latin Quarter brand through cultural district designation. Their work resulted in a unanimous Boston City Council resolution to officially designate the Hyde-Jackson Square neighborhood of Jamaica Plain as Boston's Latin Quarter. In recognition of its leadership in mobilizing youth and community support for the Latin Quarter, the City of Boston designated HSTF as the managing partner of the cultural district in its application for state cultural district designation with the Massachusetts Cultural Council.

Latinx youth in Boston's Latin Quarter have been strong advocates for elevating the district as a center for Afro-Latin culture. Youth value the Latin Quarter and its businesses for providing a space that is welcoming to Latinx people in Boston. They are impacted by rising housing prices and the price of goods and services going up. HSTF alumnae serving on the Latin Quarter Advisory Committee cannot afford to live in the neighborhood despite remaining committed to it.

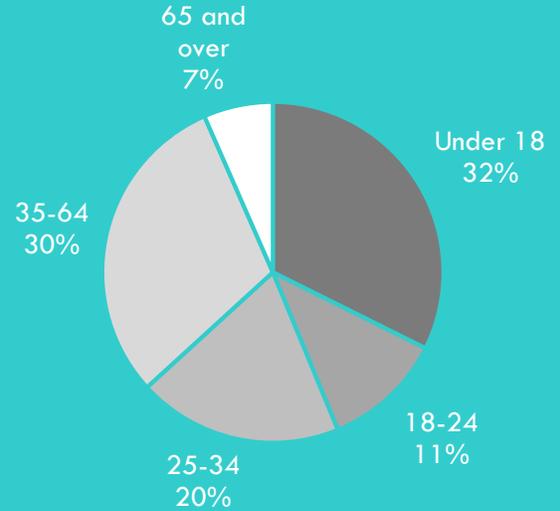
The youth population in the neighborhood is shrinking. In 2000, the population under eighteen years made up nearly a third of the neighborhood population (32%). By 2010, that share had decreased to less than a quarter (22%) even as the overall population of the neighborhood increased.

By the numbers...

2000 Latin Quarter Population by Age

Source: U.S. Census 2000

Total Pop: 7541



2010 Latin Quarter Population by Age

Source: U.S. Census 2010

Total Pop: 7610

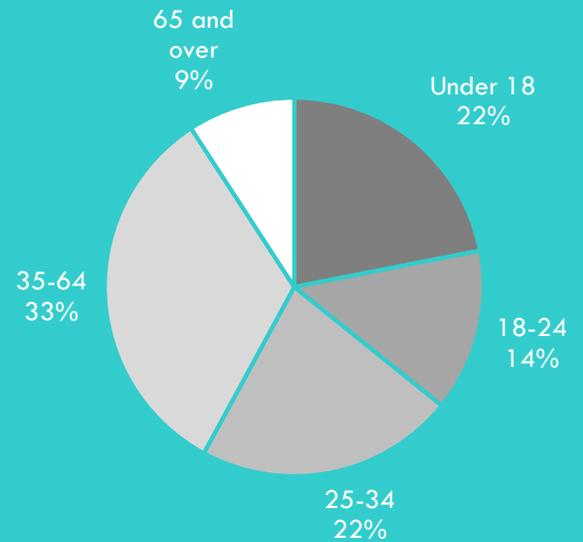


Figure 7. Change in age demographics of Boston's Latin Quarter 2000-2010. (Census Tracts 120500, 120700, 081200). Source: US Census 2000, US Census 2010.

Visión y Valores

Vision and Values

The vision for Boston's Latin Quarter, as adapted from the application to the Massachusetts Cultural Council's Cultural Districts program is as follows:

Our Vision

Boston's Latin Quarter is

- A safe, clean and economically, racially, linguistically and culturally diverse neighborhood.
- A dynamic, diverse business district where locally-owned and locally-managed businesses offer Latin foods, goods, services and specialty shops.
- A hub for developing and celebrating Latin and Afro-Latin art that creates cross-cultural artistic opportunities and supports emerging artists.
- A place to learn about the history and contributions of Latinx people to Boston and Jamaica Plain.
- A place for public art, open spaces and lively cultural events that project Afro-Latin culture and enhance local businesses.
- A stimulating destination for local residents, families and tourists where all feel welcome, energized and engaged.



The Latin Quarter Advisory Committee established a set of shared values to guide the work of developing Boston's Latin Quarter.

Our Values

Anti-Displacement

Promote equitable development that benefits residents and keeps the Latinx community in the Latin Quarter.

Preserve Afro-Latin Culture

Understand and promote diversity of Latin culture and authentic expression. Maintain the vibrancy and visibility of Afro-Latin culture in the Latin Quarter.

Tell the Story of the Neighborhood

Promote education about the history of the Latin Quarter to preserve its story. Create bridges amongst all populations in order to celebrate Afro-Latin culture.

Accessibility of Space, Language, Affordability

Create welcoming, inclusive, and safe spaces that value respect and creativity. Maintain affordability of the Latin Quarter in order to keep it accessible.

Promote Spanish Language

Preserve a sense of belonging through dual-language use (English and Spanish).

Support Small Businesses

Create foot traffic for local businesses and think about how businesses relate to the Latin Quarter.

Community-Led Process

Lead from the needs of community members and have them develop their leadership capacity in order to develop a strong community-led process.

Participación de la comunidad

Community Engagement & Outreach

Three methods of engagement contributed to the analysis and recommendations summarized in this document:

- Conversations with the Latin Quarter Advisory Group
- Focus Groups with community members
- Business survey to connect with business owners.

Latin Quarter Advisory Committee

The Latin Quarter Advisory Committee shaped the values and vision that guide this plan and generated many of the ideas for recommended implementation strategies. Members of the Advisory Committee have actively built the foundation of the Latin Quarter Cultural District, and part of the work of the plan has been to document their activity and priorities while providing guidance and support for their long-term goals around telling the story of the neighborhood and mitigating displacement.

Focus Groups

In addition to guidance from the Latin Quarter Advisory Committee, the planning effort engaged members of the larger community to better understand their needs, preferences, and vision for Boston's Latin Quarter. Five groups identified as a priority for additional outreach and engagement include:

- Artists and creatives
- Residents
- Middle school youth
- High school youth
- Business owners

Four focus groups engaged artists, residents and middle and high school youth. Focus groups were organized in partnership with Latin Quarter Advisory Committee and HSTF. The focus groups identified existing arts and culture assets in the community as well as desired community assets. Participants engaged in discussions on topics related to preserving Afro-Latin culture in the Latin Quarter.

The artist focus group held on March 12, 2019 focused on key questions related to artists living and working in the district. Participants addressed questions including, "Where do you see arts and culture and the business community intersecting in the Latin Quarter?" and "How should the city support Latinx artists and residents to strengthen the Latin Quarter as a center for Afro-Latin culture?" Artists shared perspectives on Latin Quarter assets as well as the challenges associated with living and working in the Latin Quarter.

A resident focus group held on April 22, 2019 was a Spanish-language focus group that brought together various stakeholders including long-

time residents as well as residents who were new to the area. Residents wrote on maps, drew ideas and shared historical context of the Latin Quarter.

A variety of tools engaged participants of youth focus groups to address specific youth needs. During the focus group on March 13, participants worked in pairs to identify their needs and desires for the district.

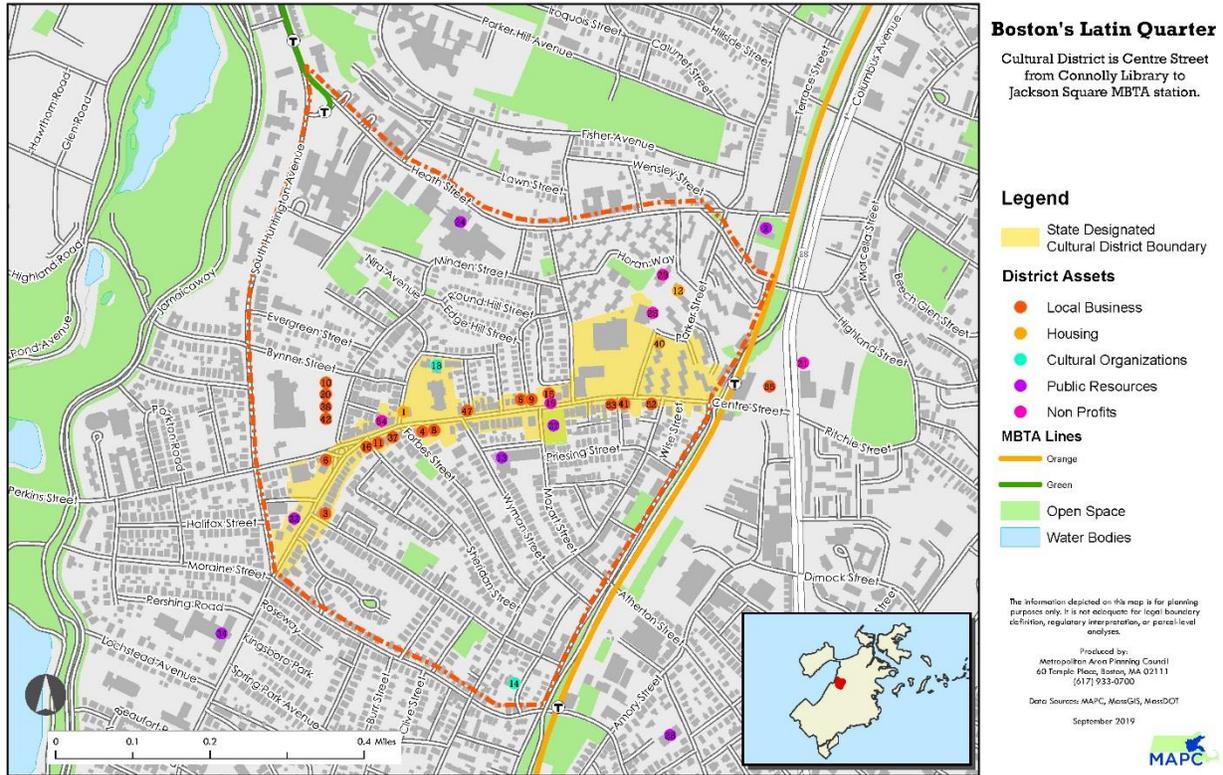
Business Survey

MAPC administered a business survey with help from Hyde-Jackson Square Main Street to assess the needs and preferences of the local businesses. We received nineteen survey responses from surveys distributed in person to business owners. Four additional conversations with additional business owners informed the process and plan content.

Contexto

Context

DISTRICT MAP AND BOUNDARIES



The state-designated Latin Quarter Cultural District is located along the stretch of Centre Street that runs from the Jackson Square MBTA station to Boylston Street, shown in yellow in the above map. Due to the close relationship between the surrounding residential neighborhoods and the cultural identity of the commercial district, this plan uses the larger catchment area depicted with a red dotted line in the above map as the study area.

Gateways

The Jackson Square T Station on the MBTA Orange Line serves as the eastern gateway to the district. Murals and artwork at the station highlight the importance of art and cultural identity to this place. The spire of the Blessed Sacrament Church Basilica is visible over rooftops from this gateway. This is an area of high pedestrian and vehicular traffic and an important location for welcoming visitors and drawing them into the district. Wayfinding and interpretive signage would be particularly appropriate here.

To the west, El Oriental de Cuba restaurant and the architectural details on the Whole Foods Market grocery store are the first clues to the district's identity. A cluster of murals, businesses, a Hubway bike share location, and artistic street furniture at the traffic circle where Perkins Street and Centre Street intersect should announce visitors' arrival to the district. However, the elements do not currently work together to send a coherent message. This gateway would benefit from a clear, visually dominant marker of arrival to the district.

ASSETS

Latinx Community

The community of Latinx families, artists, and residents living in and around Boston's Latin Quarter is a key asset contributing to the district's identity as a center for Latinx businesses and Afro-Latin culture.

Latinx Youth

Latinx youth are building the meaning of Afro-Latin identity in Boston. Through their work with HSTF, their participation in district events, and their involvement in the arts, they are building a critical lens on cultural identity and establishing what it means to be Latinx-identifying in a city that originated as part of a British colony. They are flexing the power of their voice through civic engagement and advocacy. Youth are a key creative force in the district.

Tradition of Arts-based Civic Engagement through Artists and Cultural Organizations

In addition to the Latinx community, the presence and concentration of artists in Boston's Latin Quarter and throughout Jamaica Plain is an asset helping drive creative programming and community-based art projects and programs. The cultural organizations in the Latin Quarter. HSTF and Spontaneous Celebrations are notable for their ability to link the arts with community organizing and civic action. The arts-infused approach of HSTF, joined with the development capacity of partners such as JPNDC and Urban Edge, has been recognized for its long-term impact in catalyzing community-led revitalization and effective neighborhood advocacy.

Public Spaces and Resources

From the Southwest Corridor Park that crosses the gateway to the district at Jackson Square to the Connolly Library at the district's western edge, public spaces and resources are important district assets. Mozart Park and the sidewalk plaza outside the Blessed Sacrament Church serve as outdoor performance venues, and the public schools in and around the district provide an important connection to youth, families, and the education system. The Mildred Hailey Apartments public housing complex provides much needed housing for low-income residents in the district. Its facilities, services, and associations are important for activating the eastern end of the district. The Connolly Library's children's library has developed programs that contribute to the identity of the Latin Quarter such as Bilingual Storytime and a Neighborhood Story Walk that connects literacy, storytelling and community engagement.



Figure 8. Women chatting on bench in Mozart Park, 2018. The residents of the neighborhood are its most important asset.



Figure 9. HSTF youth leaders celebrate the designation of Boston's Latin Quarter as a Massachusetts Cultural District during a press conference on May 24th. Image courtesy of Hyde Square Task Force.



Figure 10. Community Mural Projects. Top: Jackson Square mural completed 2007 by Alex Cook and local youth. Bottom: Mozart Park Mural, originally completed in 1987, updated in 2001 and 2008 by Robert Chao and local youth.

Transit, Bicycle, and Pedestrian Access

In addition to the Jackson Square MBTA Station, the Stony Brook Station on the Orange Line and Heath Street Station on the Green Line E Branch serve the north- and southwest areas of the district catchment area. The 41 bus connects Centre Street to the Jackson Square station and Roxbury beyond. Hubway stations provide bicycle access along Centre Street with artistic bike racks installed at district gateways that reflect the Latinx identity of the area.

Affordable Housing

Affordable housing is a critical asset for preserving the Latinx identity of Boston's Latin Quarter. In addition to the public housing at the Mildred Hailey Apartments, JPND and Urban Edge have developed affordable housing that serves the Latin Quarter. Large-scale developments have been completed near the Jackson Square MBTA station and at the Blessed Sacrament campus, with smaller scale scattered site projects located in the residential neighborhoods.

Artists

Artists in the Latin Quarter are the creative engine for building the district as a center of Afro-Latin culture. Latinx artists have been teaching and creating music, dance, visual art and cultural traditions in the neighborhood since they first arrived. Artists today are helping to tell the story of the neighborhood through theater, video and film; they are teaching and creating Afro-Latin music, rhythms and choreography; they are creating new murals and works of art. Artists are an important partner for shaping the look and feel of the Latin Quarter and for celebrating and preserving the neighborhood's identity and traditions.

Architecture

The Blessed Sacrament Church and surrounding campus buildings are the architectural centerpiece of the cultural district. Recognized as a historic landmark by the Boston Landmarks Commission, the campus is not only striking for its architecture but also as an example of adaptive reuse. Its recent redevelopment constructed housing affordable to a range of incomes including supportive housing in partnership with the Pine Street Inn.

Other sites of architectural interest include the Art Deco signboard and clock above the Whole Foods, the clock tower and chimney at Stop-and-Shop, the Art Deco façade of the Ultra Beauty Salon building at 401 Centre Street, and the multi-family and mixed-use commercial buildings lining Centre Street. These buildings have supported a dense community and provided affordable spaces for small businesses and local entrepreneurs.

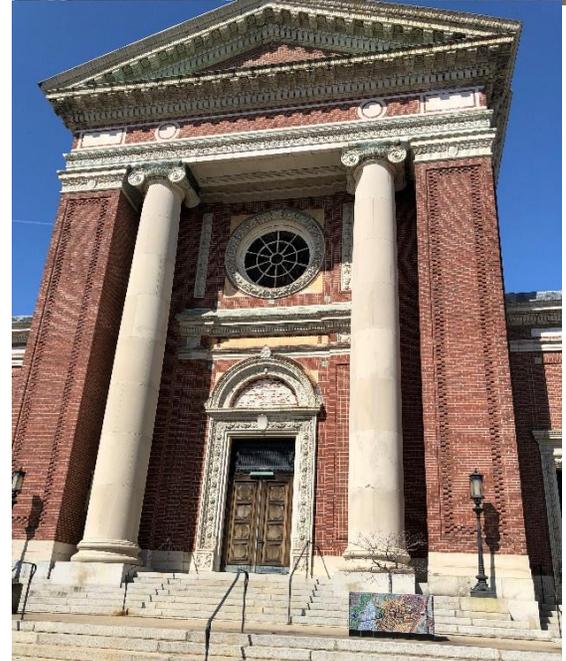


Figure 11. District Assets, from top: Dancing Bike Racks, Jackson Square T Station, Blessed Sacrament Church, Whole Foods Façade.

Businesses Owned by and Serving the Latinx Community

Restaurants and Bakeries

Restaurants and food establishments provide a mix of full-service and take-out options for Latin cuisine in Boston's Latin Quarter. El Oriental de Cuba is a neighborhood institution and a place of informal meetings where residents and organizations share information and coordinate activities. Other destinations for Afro-Latin cuisine include Alex's Chimis, the Old Havana Cuban Restaurant, Tostado, Latino Restaurant, Pikalo, Miami Restaurant, Yely's, and Gondres Bakery.

Bodegas

Bodegas in Boston's Latin Quarter provide convenience goods and services to residents. In addition to providing quick access to basic grocery and pharmacy items, they offer ATM access and money transfer services to the Dominican Republic and other areas. High school youth report that bodega owners make them feel welcomed and valued – an experience lacking in other Boston contexts. Hyde-Jackson Square Main Street partners with the bodegas to provide drinks and snacks to Main Street events. The markets advertise regional arts and culture events of interest to the Latinx community.

Barbershops and Salons

Barbershops and salons are centers of activity in Boston's Latin Quarter. Distributed along Centre Street, they create nodes of activity throughout the day, generating foot traffic and giving the Latinx community a visible presence in the district's street life. Barbershop and salon owners and staff are important connectors for the social fabric of the community. Ultra Beauty Salon anchors the western gateway to the district and Fernandez Barber Shop is a local destination near Mozart Park, with the owner renowned as the barber to Red Sox legend and Dominican-American David Ortiz.

Retail and Services

Latinx-serving clothing stores, dry-cleaners, and tailors cater to the fashion preferences and needs of the neighborhood's Latinx community. Window displays in the clothing stores add color to the street. Centre Fashion is home to one of the district's many colorful murals. Other retail stores offer cellphone and computer sales and service, automobile accessories, and party supplies and pet care.

Dual-Language Services

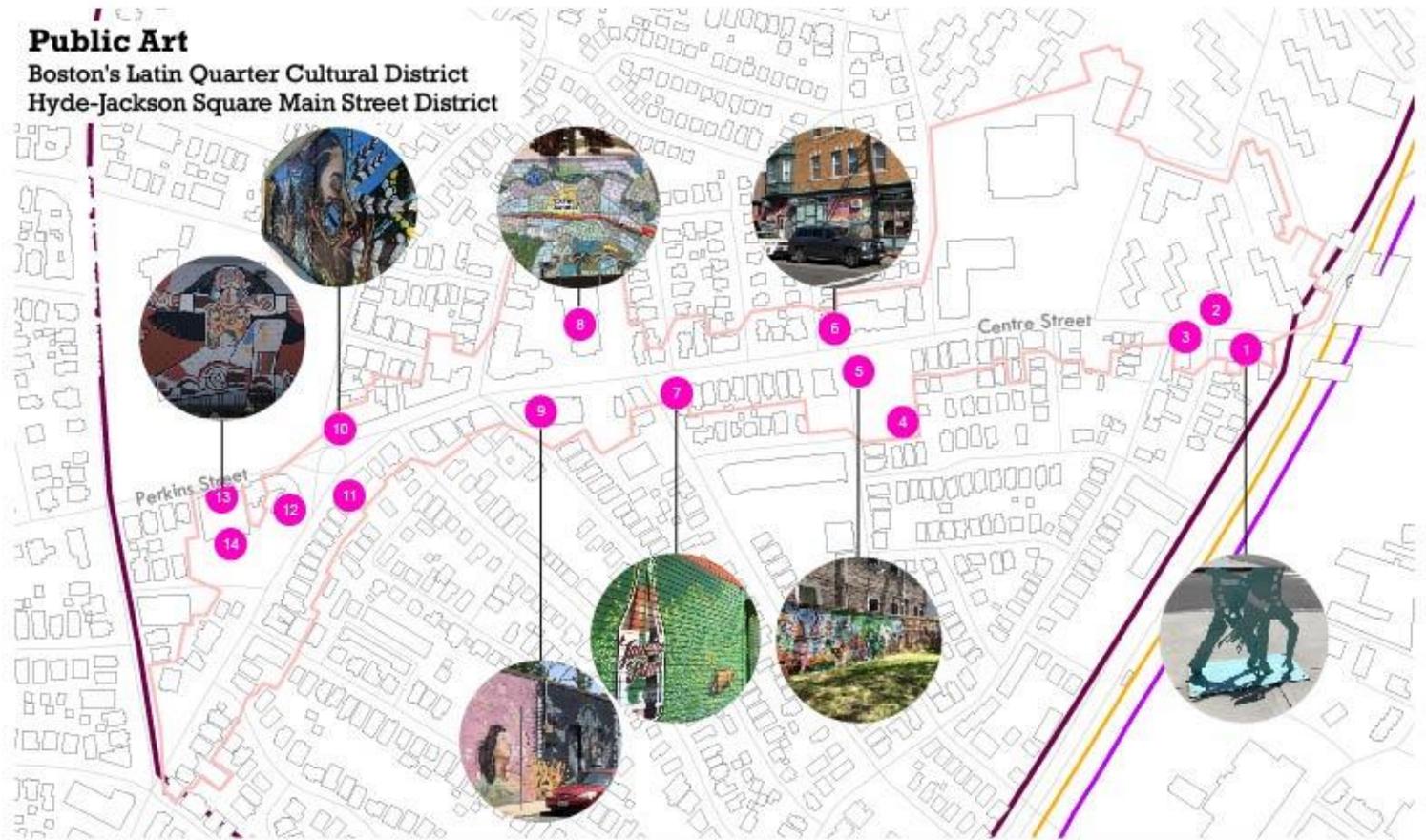
A variety of businesses offer services to the district in Spanish and English including legal, immigration, travel, accounting and tax preparation services.



Figure 12. District Businesses, from top: El Oriental de Cuba, Pimentel Market, El Patio Market, Fernandez Barber Shop, Centre Fashion.

PUBLIC ART

Public art has been an important tool for building community identity and empowerment in the Latin Quarter. Many of the murals and mosaics along Centre Street are a product of artist-community partnerships. These partnerships built civic engagement through artistic practice and beautification. This tradition of civic practice art is important to the story and history of the Latin Quarter and should be recorded and preserved as part of the work of the cultural district.



Public Art
Boston's Latin Quarter Cultural District
Hyde-Jackson Square Main Street District

Legend

- Main Street District
- Building Structures (Rooftops)
- Boston Latin Quarter Cachement Area

Public Art

- | | |
|---|--|
| <ul style="list-style-type: none"> 1. Dancing Bikerack 2. Unity Mural 3. Fathers and Children 4. Reach Sculpture 5. Mozart Park Mural 6. Baker's Dream 7. Pimentel Market Murals | <ul style="list-style-type: none"> 8. Blessed Sacrament Mosaics 9. Dancing Bikerack 10. Beauty Master Mural 11. Dancing Bikerack 12. Jamaica Plain World's Fair 13. Central American Hummingbirds 14. Taino Mural |
|---|--|



Data Sources: MAPC, 2019 City of Boston Public Art Inventory, MassGIS, MassDOT

Document Path: K:\DataServices\Projects\Current_Projects\EconDev\Boston Latin Quarter Cultural District\Project_Files\2019-07-18_PublicArt.auxd

Murals

Murals throughout the district bring the streetscape to life. Some of these murals have also played an important role in bringing the community together and inspiring civic engagement.

Mosaics

Mosaics in front of the Blessed Sacrament Church installed on planters and picnic tables translate the culture and identity of the Latin Quarter and the work of HSTF into art at a central gathering point in the district.

Sculpture

Mozart Park is home to the sculpture, "Reach" created by Douglas Kornfeld and installed in 2011. This engraved stainless steel sculpture is made from five 8"x8" steel tubes standing 28 feet high. Its form represents a raised hand, a symbol of the immigrant experience of striving for success. The uprights are engraved with quotations from neighborhood youth about the experience of being an immigrant or children of immigrants. The project was funded through an Art & Community Landscapes grant awarded by the New England Foundation for the Arts.



Figure 13. "Taino," Mural by Rafael Rivera Garcia, 1984. Restored by Mayor's Mural Crew circa 2017.

Sidewalk Paintings

Sidewalks along Centre Street throughout Boston's Latin Quarter feature paintings of white doves and the phrase "Stop Violence Create Peace." These paintings were a project of HSTF youth and part of the ongoing community-led campaign to end violence in the neighborhood.

Street Furniture

A variety of artistic street furniture has been installed along Centre Street in Boston's Latin Quarter. Examples include benches and decorative bike racks at the traffic circle where Centre Street intersects with Day Street and a painted utility box outside The Frogmore restaurant. Currently, the streetscape elements do not coalesce into a clear visual message. The use of Latin Quarter branding and iconography can enhance the artistic elements of the streetscape.



Figure 14. "Reach" Sculpture by Douglas Kornfeld, 2011. Mozart Park.



Figure 15. Peace Dove Sidewalk Painting, Hyde Square Task Force Youth.

ARTS & CULTURE PROGRAMMING

Afro-Latin Arts & Culture Events

Boston's Latin Quarter has established regular arts and culture events that bring Afro-Latin culture into the public realm of the district. These programs are offered by HSTF and Hyde-Jackson Square Main Street either alone or in partnership with other groups. They have become annual traditions that the community anticipates each year. Key events include:

- The **Viva el Latin Quarter Series** is organized by HSTF and fills the Latin Quarter with art and music weekly throughout the year at the Blessed Sacrament Church Plaza.
- **Tito Puente Latin Music Series in Mozart Park** brings the Latin music series run by Berklee College of Music, City of Boston Parks and Recreation Department, and Inquilinos Boricuas en Acción (IBA) Boston to Boston's Latin Quarter through support from HSTF for one night in July.
- **Teatro en el Parque** brings Latinx actors, directors, and Spanish-language theater to Mozart Park each summer through support and coordination by Hyde-Jackson Square Main Street.

In addition, the district has presented a variety of unique artistic events and activities generated by local artists and artists in residence with HSTF

Afro-Latin Youth Education Programming

Providing opportunities to share Afro-Latin culture across generations was identified as important to the Latin Quarter Advisory Committee. District organizations have begun to create structures and opportunities for sharing Latinx cultural heritage and building new cultural practices and traditions that contribute to Boston's Latin Quarter. HSTF and the Connolly Library are leaders in this effort.

- **Bilingual Story Time & Craft / Hora de Cuentos Bilingües y Manualidades** at the Connolly Library led by Children's Librarian Sujei Lugo gives families early education resources to raise bilingual children through language and literacy.
- **Afro-Latin Arts & Culture Education** programs at HSTF provide middle and high schools students with deeper opportunities to learn and develop artistic practices that connect with Afro-Latin cultural heritage.



Figure 16. Afro-Latin Arts and Culture Programming in the Latin Quarter courtesy of Hyde Square Task Force.

Holidays and Celebrations

Neighborhood observances of holidays and festivals contribute to the local culture of Boston's Latin Quarter. These events provide bridges between the Latinx community of the Latin Quarter and other cultural communities in Jamaica Plain. Some recurring events provide opportunities to express Latinx identity within American holidays and celebrations – these events help to pass down traditions to the next generation.

- **Three Kings Day Parrada and Festival** organized by HSTF at the Connolly Library and Blessed Sacrament Church campus every January brings a traditional observance to the public realm and offers opportunities for sharing and celebrating across generations.
- **The Hyde Square Halloween Festival** is an annual family-friendly tradition that attracts children and families from across Jamaica Plain to the district. It is an event that helps bridge cultures and generations.

Storytelling Programs

- **Hyde Square Walking Tour en Espanol** offered by the Jamaica Plain Historical Society (JPHS) provides Spanish-language access to the history of the neighborhood.

Arts and Culture in Other Events

- The **Inside Out Sidewalk Sale** organized annually by the Hyde-Jackson Square Main Street organization features local musicians playing music on the street

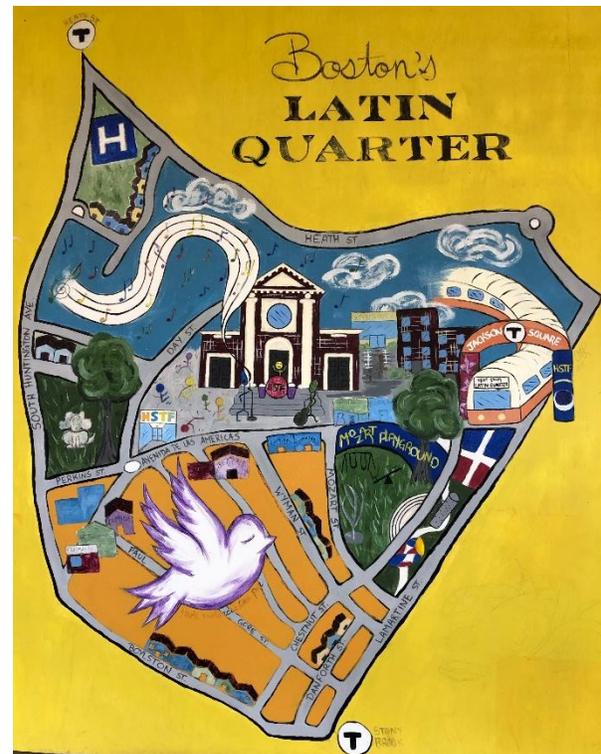


Figure 17. Painted map of Boston's Latin Quarter depicting key assets.

Business Needs & Priorities

The designation of the Cultural District presents a unique opportunity for business owners to strengthen their business models and the business district itself. To determine the best strategies to achieve this goal, MAPC spoke with four (4) individual business owners and surveyed an additional nineteen (19) business owners using paper surveys in English and Spanish distributed to businesses and conducted in person at the Hyde-Jackson Main Street 2019 Sidewalk Sale. The data was collected between May and June 2019. The information gathered informed the development of a recommendations to support existing businesses and facilitate the growth of new businesses.

OVERVIEW

The needs and priorities of the business owners in the Latin Quarter are not unlike those of business owners in similar business districts in Boston faced with the challenge of adapting to neighborhood change. Increasing residential and commercial real estate costs, along with other factors, have increased the cost of doing business and affected sales through changes in their customer base. These businesses are exploring ways to serve existing customers while also facing pressure to respond to new customers in their business districts. Boston's Latin Quarter is experiencing residential and commercial real estate pressures, with the resulting increased cost of business threatening existing business models.

SURVEY CONTENT

The survey gathered information on business characteristics, opinions regarding the conditions of the district, and priorities for district development.

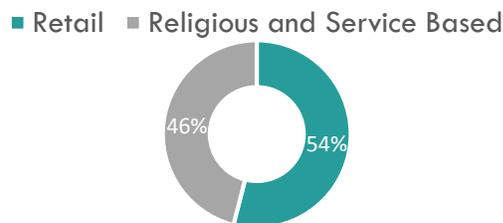
Business Conditions

Business Tenure: A large number of businesses have been operating successfully in the district for over 20 years, serving as key gathering spaces and key elements of the district's identity. These businesses include: restaurants such as Alex's Chimis, El Oriental de Cuba, Latino Restaurant, Miami Restaurant, Rizzo's Pizza and Yely's Restaurant; retailers such as Home Basix, La Casa de los Regalos and La Gran Via clothing store; health and beauty outlets including Angela's Hair Salon, Fernandez Barbershop and Ultra Beauty Salon; markets such as Freddy's Market Bodega and Las Villas; and other services such as Amador & Oller Executive Group, Barron Chiropractic and Rehabilitation, JP Auto Services, J. Rodriguez Tax & Consulting Services and Prince Street Caterers.

The largest cohort of businesses surveyed had been active in the district between eleven and twenty years. The majority of this cohort are Latinx-owned. For these businesses, attention must be paid to ensuring future sustainability, particularly through succession planning.

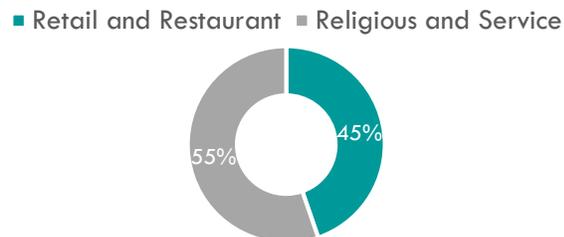
Business Types Surveyed

Source: MAPC Survey



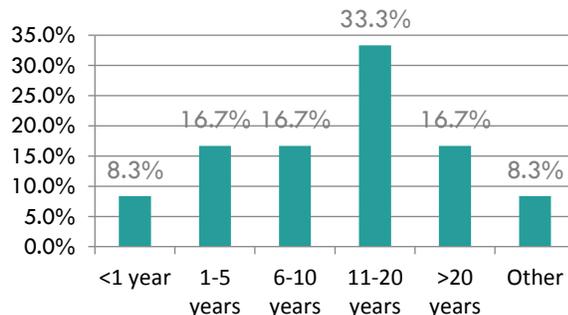
Latin Quarter Business Mix

Source: HJSMS and MAPC



Business Tenure

(Percent of Survey Respondents)
n=12



A third of businesses in the district have operated for less than ten years. The existence of newer businesses suggests that opportunities exist for emerging entrepreneurs in the district. These businesses with shorter tenures represent an opportunity to further strengthen the business district and provide continued stability and longevity to the Latinx identity of the district.

Commercial Rental Conditions: Rental conditions are a key area of concern for the business district, particularly when thinking about future changes in the commercial real estate market. The majority of respondents rent their commercial space, and lease conditions vary. Of the three businesses who responded to a question about lease conditions, one had no lease and two had leases of at least five years.

Given that there is a very low vacancy rate in the district (less than 5%), and given the increasing commercial real estate values, conditions are favorable for property owners. As a result, attention should be paid to assisting businesses without leases, helping businesses with lease renegotiation strategies and providing support to businesses interested in purchasing their properties.

New commercial properties under development in Jackson Square represent an opportunity to add additional commercial space to the district as well as to test out creative leasing and ownership models.

Business Expectations

Succession Planning: When asked about their plans for their business upon retirement, half of respondents stated that they planned to give or sell their business to their children, with twenty percent planning to close or sell the business. Given the inherent challenges of transferring businesses to family members, particularly members of the next generation, it is crucial that support be provided to business owners preparing to transition out of business ownership. Helping these owners determine the most realistic options for this transition is important for achieving the goal of preserving Latinx businesses in the district.

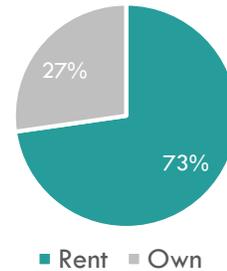
Future Expectations: Despite the challenges business owners identify, they are generally optimistic about the future. The majority of respondents (over 70%) expressed a belief that their business would grow over the next three to five years, while only 18% expected a decline in their business. This optimism represents another opportunity to provide assistance to help these business owners achieve their growth projections.

Individual Business Needs

When asked to share their top needs, real estate concerns ranked highly, with 42% noting rent concerns as their number one concern and 8% noting concerns about the quality of their rental space. Marketing was also a key concern, with 25% of respondent identifying a need to improve sales and 17% noting the need to expand their customer base.

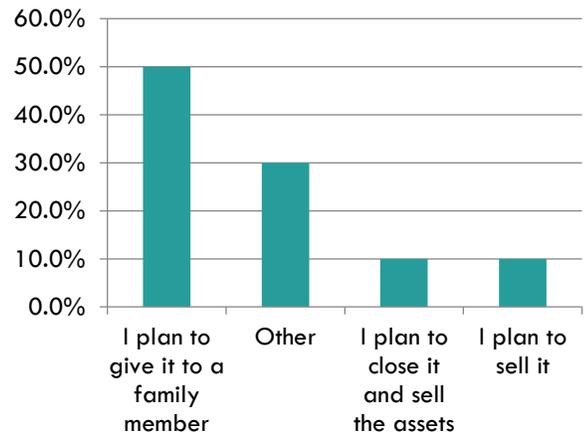
Renting vs. Owning Commercial Space

n=11



What are your plans for the future of the business?

n=10



These needs directly relate to the main challenges facing business owners in the Latin Quarter. Adapting to increasing business expenses due to real estate costs and growing their revenues despite changes in their customer base require business support focused on creative ways to reduce business expenses and strategies to generate revenue through customer-base expansion and retention.

Business District Challenges and Priorities

Challenges

Respondents highlighted parking, rising real estate costs and safety as the three biggest challenges to doing business in the district. It is important to note that, although real estate prices are easy to document, the challenges of parking and safety are more challenging to analyze, given that they involve a mix of data as well as perception.

Parking: A parking demand study would provide data on the current parking supply and demand, particularly in light of the future opening of a marijuana dispensary, which is expected to place a significant demand on district parking. It is also possible that a parking study may reveal that demand is lower in certain areas of the district or at certain times during the day and week. The results of this study could inform strategies such as improved parking signage to highlight existing parking, as well as strategies to manage parking demand through parking limits, paid parking, or other means.

Safety: Safety concerns can be documented through analysis of data; however the data available might not correlate to the issue of perception of safety. As a result, while some solutions may focus on increasing safety through increased police presence, other strategies to address perception, such as district beautification, marketing strategies, etc. may also be effective.

Priorities and Key Initiatives

When asked to share their top three priorities for strengthening the business district, the majority of respondents coalesced around ensuring that Latinx families can stay in the district, increasing safety in the district, and preserving Latinx-owned businesses in the district. Similarly, when asked about key initiatives to address these concerns, respondents identified anti-displacement measures and district marketing.

District Challenges:

- Parking
- Rising real estate costs
- Safety

District Priorities:

- Keeping Latinx families in the district
- Increasing safety
- Preserving Latinx-owned businesses

Key Initiatives to Strengthen District:

- Anti-displacement measures
- District marketing initiatives

COMMERCIAL STABILIZATION

Given the number of Latinx serving businesses in Boston's Latin Quarter, the connection between preserving Latinx families in the neighborhood and preserving Latinx businesses that depend on those Latinx families as their customer base is critical.

As a result, commercial stabilization strategies connect to to mitigate residential displacement. In addition, commercial stabilization strategies encompass

- Individual business support to increase sales volume and decrease expenses.
- Real estate interventions to assist existing business owners with the purchase of rental properties, or creative ownership models such as cooperatively owned spaces or lease-to-own models.
- Strategies to attract new businesses to new commercial spaces, through creative lease conditions, buildout and other assistance.

A detailed Commercial Stabilization Strategy for Boston's Latin Quarter is included as an addendum to this cultural district plan.

DISTRICT ADVOCACY

The Latin Quarter Business Association is a recently formed coalition of business owners committed to supporting the Latin Quarter as a business district. The group formed with the goal of advocating for key district issues, such as parking improvements, public safety support, and district beautification. This group will play a key role in supporting the implementation of the Latin Quarter business support strategy.

Development Context

This analysis of development context relies on previous research conducted by Hyde-Jackson Square Main Street, for consistency with that previous work, the Latin Quarter study area is sometimes referred to as “Hyde Square” or “Hyde-Jackson Square.”

OVERVIEW

The main commercial artery of the Latin Quarter runs along Centre Street from Lamartine Street to South Huntington Avenue. This strip boasts a variety of key neighborhood businesses such as El Oriental de Cuba, Ultra Beauty Salon and Alex’s Chimis, and features several mixed-use and residential buildings. JPNDC and Urban Edge continue to invest in the maintenance and upkeep of scattered affordable housing sites in the neighborhood, and JPNDC led the partially completed redevelopment of the Blessed Sacrament Campus that resulted in a mix of commercial space and housing. Recently, new development in the area has concentrated around the Jackson Square MBTA station. Between 2011 and 2017, the Jackson Square Redevelopment Initiative has generated over two-hundred new housing units and 35,000 square feet in commercial space, with more projects underway. Challenges of gentrification and displacement persist in the neighborhood due to rising rents for both housing and commercial spaces. This section of our report describes the context of current and future development in Boston’s Latin Quarter.

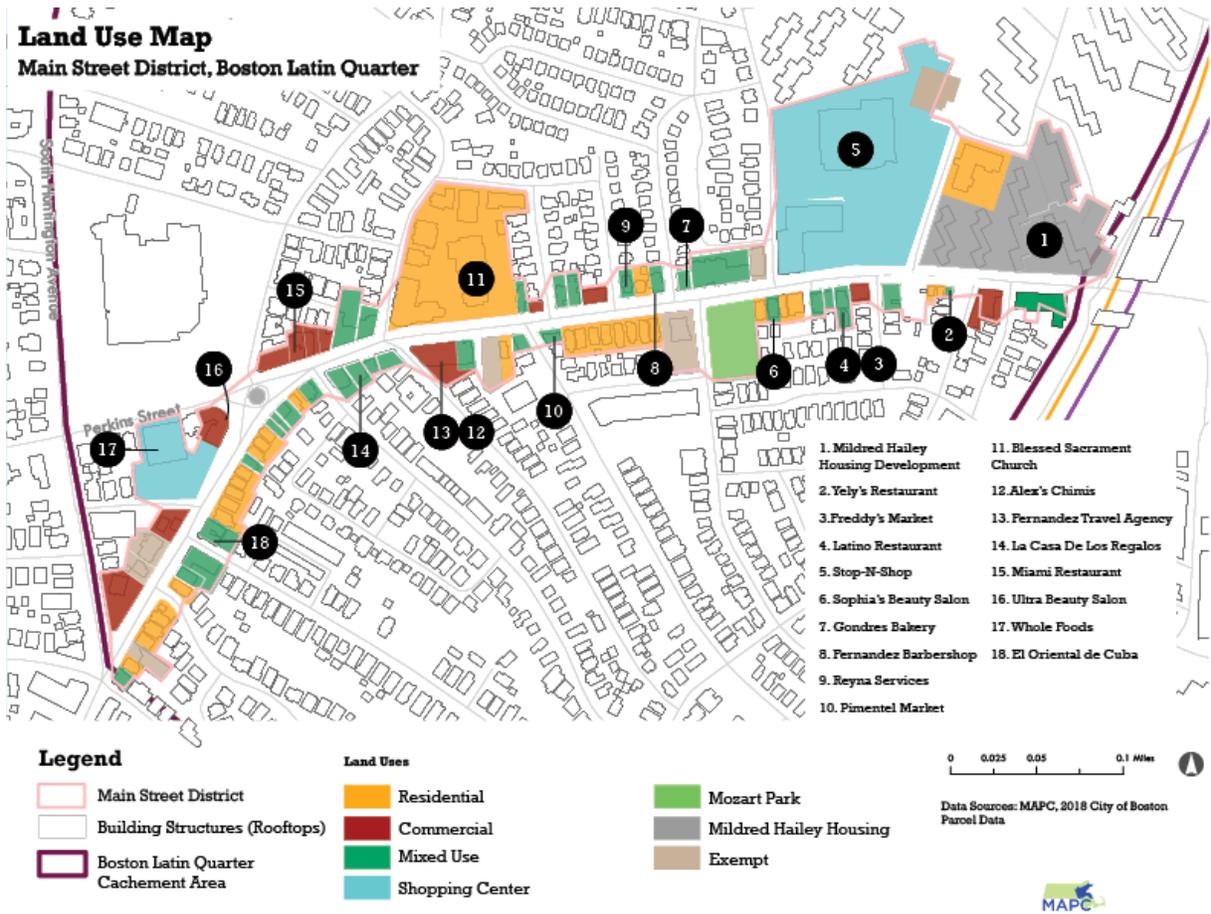


Figure 18. Overview of land use by parcel in the Latin Quarter, 2019, also showing key businesses and organizations.

Changes in the Neighborhood

In 2005, Hyde-Jackson Square Main Streets conducted a report on the state of the Hyde-Jackson Square neighborhood. That report outlines demographic, economic, and social trends in the neighborhood and provides a point of comparison for our analysis.

Commercial Continuity

The commercial continuity along Centre Street improved between 2005 and 2019. New buildings house first-floor retail space at Creighton Street between Gay Head and Walden Streets and at the corner of Centre and Lamartine Streets. Persistent breaks in continuity remain on the south side of Centre Street at the western gateway and around Mozart Street. There, residential properties, a church, and Mozart Park create an extended break in commercial activity. North of Centre Street, the Mildred Hailey Apartments and the Stop-N-Shop shopping center create a long break in pedestrian-oriented commercial activity to the east.

Latinx focused retail

Retail serving the local Latinx population is distributed throughout the district with a concentration between the rotary at Perkins Street and the Blessed Sacrament Campus. Most of the Latinx focused retail space of 2005 remains in 2019. However, the closing of the Hi-Lo grocery store and the opening of Whole Foods in its location was a prominent symbol of the changing demographic and economic landscape in Jamaica Plain. Hi-Lo catered to the Latinx population in the neighborhood for many years. In addition, new retail and commercial space in the neighborhood has not attracted new Latinx-focused retail activity.

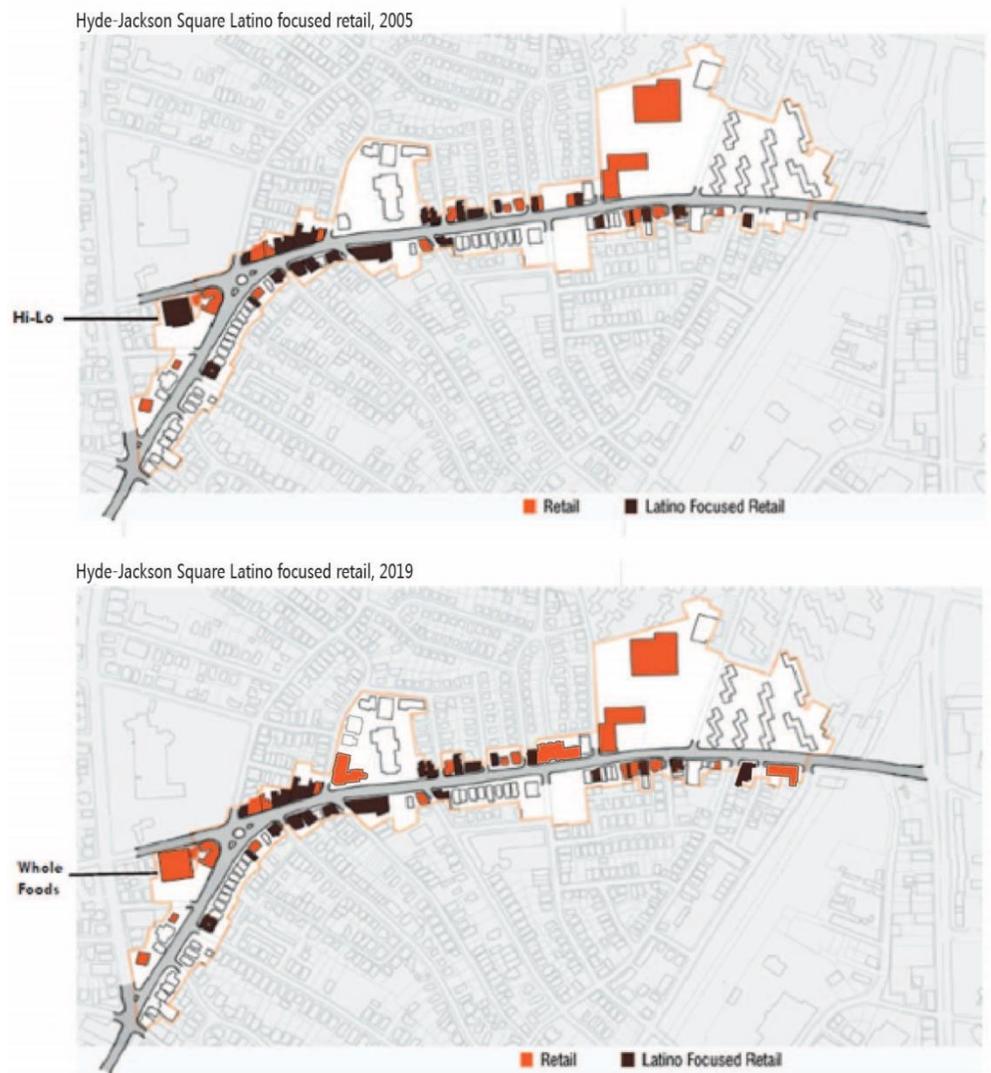


Figure 19. Figure 18. Top: Latino focused retail, 2005. Source: "Two Squares, One Place: A Strategy Plan for Hyde-Jackson Square Main Street," MIT Department of Urban Studies and Planning, 2005. Bottom: Latino Focused Retail, 2019, Updated by MAPC staff.

REAL ESTATE TRENDS

Increase in rents

MAPC's commercial-rent analysis uses the Hyde-Jackson Square Main Street district as a proxy for the Latin Quarter commercial corridor. Since 2010, commercial rents have increased across Jamaica Plain including in the Latin Quarter. In that time, rent has increased nearly \$20 per square foot. While Latin Quarter rent increases previously lagged behind Jamaica Plain as a whole, since 2015 they have been closely aligned with Jamaica Plain commercial rents. Based on information that MAPC obtained from 20 properties that disclosed their rental information, the current commercial rental rate per square foot in the district averages between \$23 and \$28. Our data indicates that only a few properties are leasing out space at or below market-rate.

Intentional vacancies

Between 2010 and 2016, retail properties in the Latin Quarter exhibited a lower vacancy rate than across Jamaica Plain as a whole. In 2017, however, this trend reversed with Boston's Latin Quarter exhibiting vacancy rates double those of Jamaica Plain. The Latin Quarter's estimated vacancy rate of 4.0% in 2019 is still considerably lower than the national average retail-vacancy-rate of 10%.

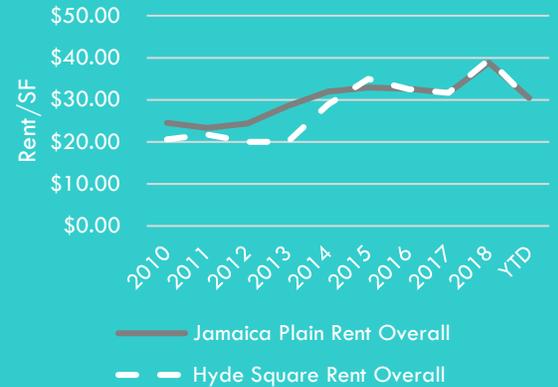
However, the shift to a higher retail vacancy rate in the Latin Quarter raises questions as to the cause. Residents and participants in the cultural district planning process have anecdotally reported that individual property owners have historically left some properties vacant in the Latin Quarter. Examples include the former Milky Way bowling alley, which is now the site of a recently approved recreational marijuana company, the Rent-a-Center building on Centre Street, and retail spaces in the Stop-N-Shop shopping center.



By the numbers...

Rents

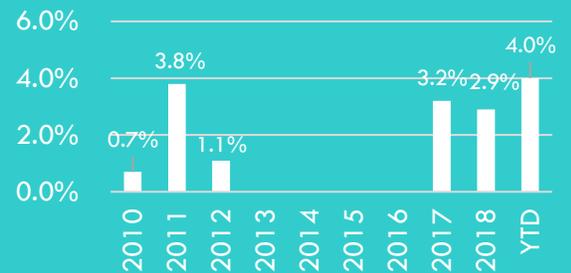
Commercial Rent per Square Foot
Jamaica Plain vs H-J Sq Main Street
source: CoStar



Note that data for 2010 and 2014 were not available; therefore averages are listed.

Vacancies

Hyde Square: Vacancy Percentage
source: CoStar
n = 16



Jamaica Plain: Vacancy Percentage
source: CoStar
n = 59



By the numbers...

Commercial Sales

Commercial Transactions In Latin Quarter Cultural District
source: The Warren Group



Commercial Sales Transactions

Nine commercial property transactions transpired in Boston's Latin Quarter between 2009 and 2018. Data show that most properties have only been part of one transaction in this time-frame. There is no evidence of real estate flipping in which properties are purchased speculatively for rapid renovation and resale at inflated prices.

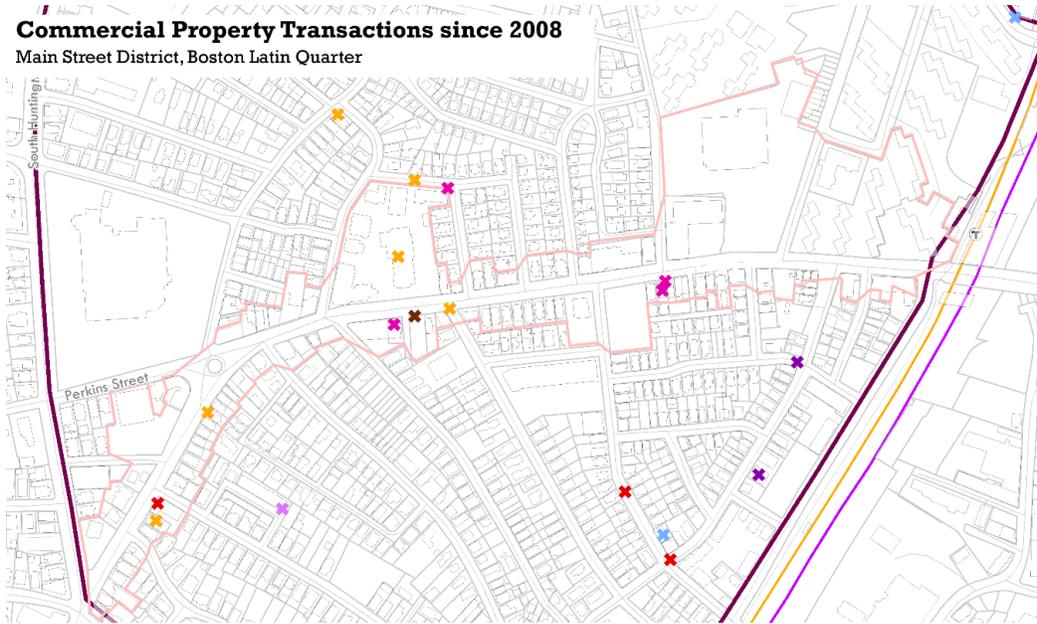
314 Centre Street #1 is the only commercial property that was sold twice in that nine-year period. The property is a commercial condominium inside a mixed-use condominium building. Sophia's Beauty Salon currently leases the first floor retail space; apartments occupy the upper stories. While it appears that the sales price of the property rose dramatically between 2014 and 2017, from \$335,000 to \$1.6 million, the second sale included all of the upper story residential condominium units in addition to the first floor commercial space. 314 Centre St LLC, the entity (property owner) that sold the building in 2017, is owned by district business owner Michel Soltani. His restaurant, the Brendan Behan Pub, occupies the ground floor space of 378-80 Centre Street, purchased by 314 Centre St LLC in 2017. This highlights that some local business owners are investing in the district through property ownership.

Commercial Property Sales in Boston's Latin Quarter, 2009-2018

Data Source: The Warren Group

ADDRESS	YEAR	BUYER	BUILDING TYPE	PRICE	PRICE/SF
358 Centre St #A	2009	US Bank National Association	Commercial Condo Foreclosure	\$201,389	\$379.98
418 Centre St #A	2012	CN Penson Guardian Trust	Commercial Condo	\$320,000	\$329.22
314 Centre St #1	2014	314 Centre LLC	Commercial Condo	\$335,000	\$202.17
342-346 Centre St	2014	342 Centre St LLC	Mixed-Use	\$1,367,000	\$248.18
361 Centre St	2014	Jamaica Plain Arts & Civic	Mixed-Use	\$880,000	--
420-422 Centre St	2016	PTDYU Investments LLC	Mixed-Use	\$600,000	\$156.25
314 Centre St #1, 2, 3, 4	2017	Pimlico LLC	Commercial Condo	\$1,600,000	\$965.60
378-380 Centre St	2017	314 Centre LLC	Mixed-Use	\$2,730,000	\$369.47
349 Centre St	2018	Boston Gulin Center Inc	Commercial Condo	\$650,000	\$546.22

Commercial Property Transactions since 2008 Main Street District, Boston Latin Quarter



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Article 80 Review and New Construction

Article 80 allows the City of Boston to delineate clear development review guidelines for new properties under development based on the type, size and location of the development. It also brings community voice into the process, by requiring a public review process. There are currently no developments under Article 80 review within Boston's Latin Quarter Cultural District. The redevelopment of the Blessed Sacrament Church, for which HSTF recently released an RFP, would likely be subject to an Article 80 review process. The most recent Article 80 projects include:

- Centre Lamartine, developed by JPNDG as a mixed-use building: 30 residential units, 6,300 square feet of retail space, and 1,600 square feet of office and community meeting space.
- Apartments at 319-329 Centre Street: 18 units of market-rate housing and 2 affordable housing units.
- The Blessed Sacrament Campus Redevelopment, approved in 2006, which involved the adaptive reuse of five historic buildings to be residential and commercial space. The projects included on the campus are:
 - The Creighton Condominiums: 16 affordable housing units.

Small Project Review

Introduction

Benefits of Small Project Review:

- A thoughtful review process, managed by the Boston Planning & Development Agency (BPDA) Development Review Staff, that enables the consideration of all stakeholders.
- Professional design review by BPDA staff.
- A streamlined review process that reduces and feedback throughout the development process.



Development Review Stages

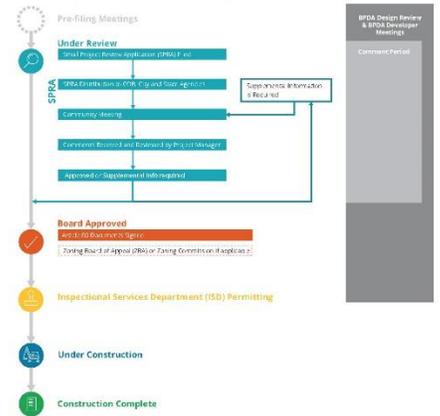


Figure 20. Infographic illustrating Article 80 review process. Source: Boston Planning and Development Agency, 2016.

- The Doña Betsaida Gutiérrez Cooperative: 36 affordable housing units and 7,500 square feet of retail space.
- The Sister Virginia Mulhern House: 28 Single Room Occupancy units.
- The Cheverus Building, now home to the Hyde Square Task Force: Organization office space and space for youth programming.
- One acre of open space for the community.

Jackson Square Development

Additional new construction in the district has also involved ongoing efforts by Jackson Square Partners LLC to develop eleven acres around the Jackson Square MBTA station, the third phase of which has just been approved by the BPDA. The first phase of work included 37 affordable rental units and the reconstruction of the WEBB building. Centre Lamartine was also built as part of this larger effort to rehabilitate Jackson Square. There have also been additional projects under or planned for construction on Columbus Avenue and Armory Avenue and Streets that will build residential units and retail space.

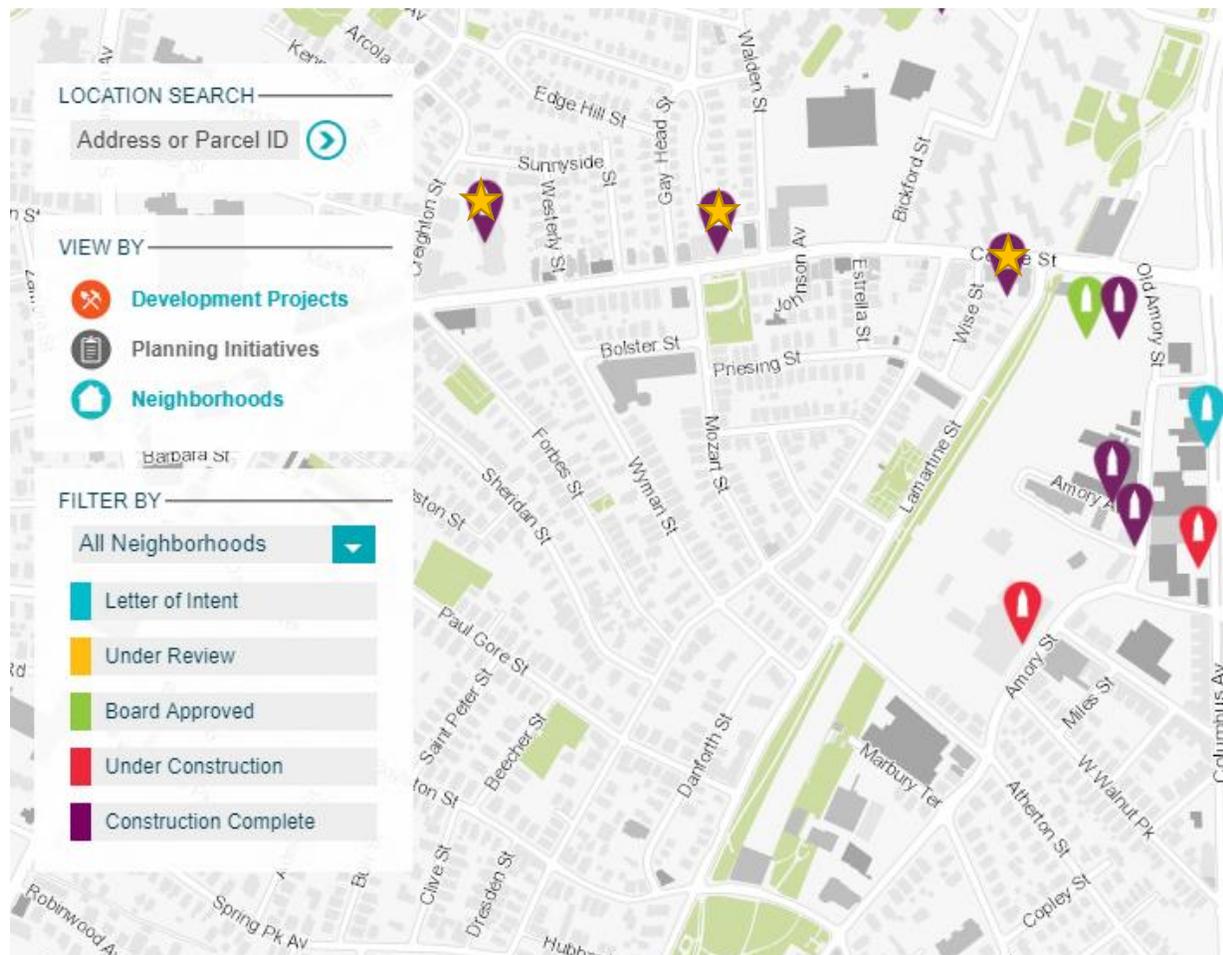
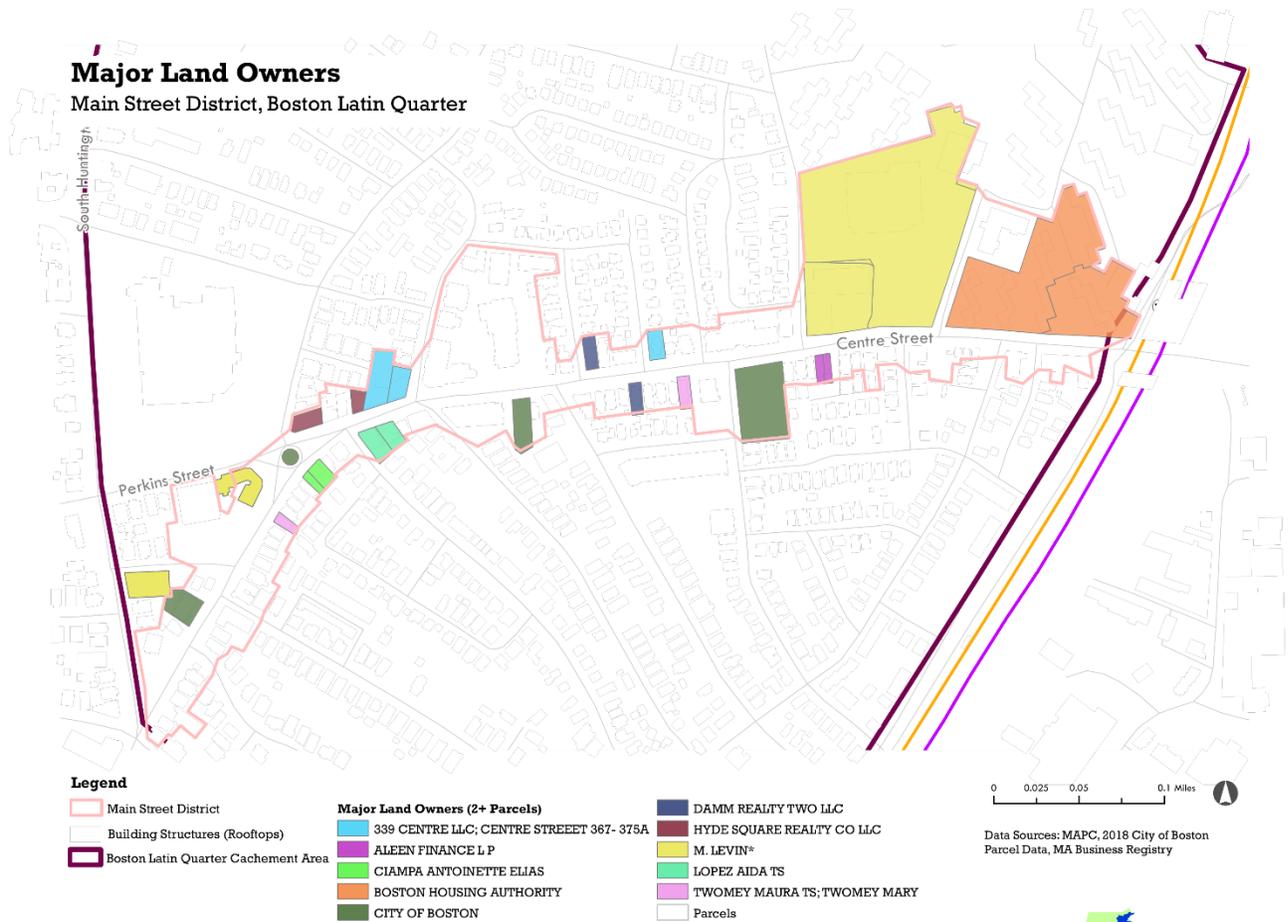


Figure 21. Recent Development Projects in and around the Latin Quarter Cultural District. Source: BPDA. Stars indicate properties located within the Latin Quarter Cultural District.

COMMERCIAL PROFILE

Property Ownership

The majority of district businesses (65%) in the Latin Quarter are immigrant-owned and many reflect the Latinx roots of the neighborhood. Most are retail-focused and the majority employ fewer than ten employees. Data from the City of Boston and the Massachusetts Business Registry indicate that there is no single predominant property owner in the district. However, a number of property owners in the district own two or more properties along the commercial spine of the district. A concentration of these Major Land Owners sits at the district's western gateway around the rotary at Centre and Perkins Streets. Five land owners (aside from the City of Boston) own two parcels each between South Huntington Avenue and Creighton Street. Partnerships with these property owners may be important for increasing the presence of murals and other art at the western gateway.



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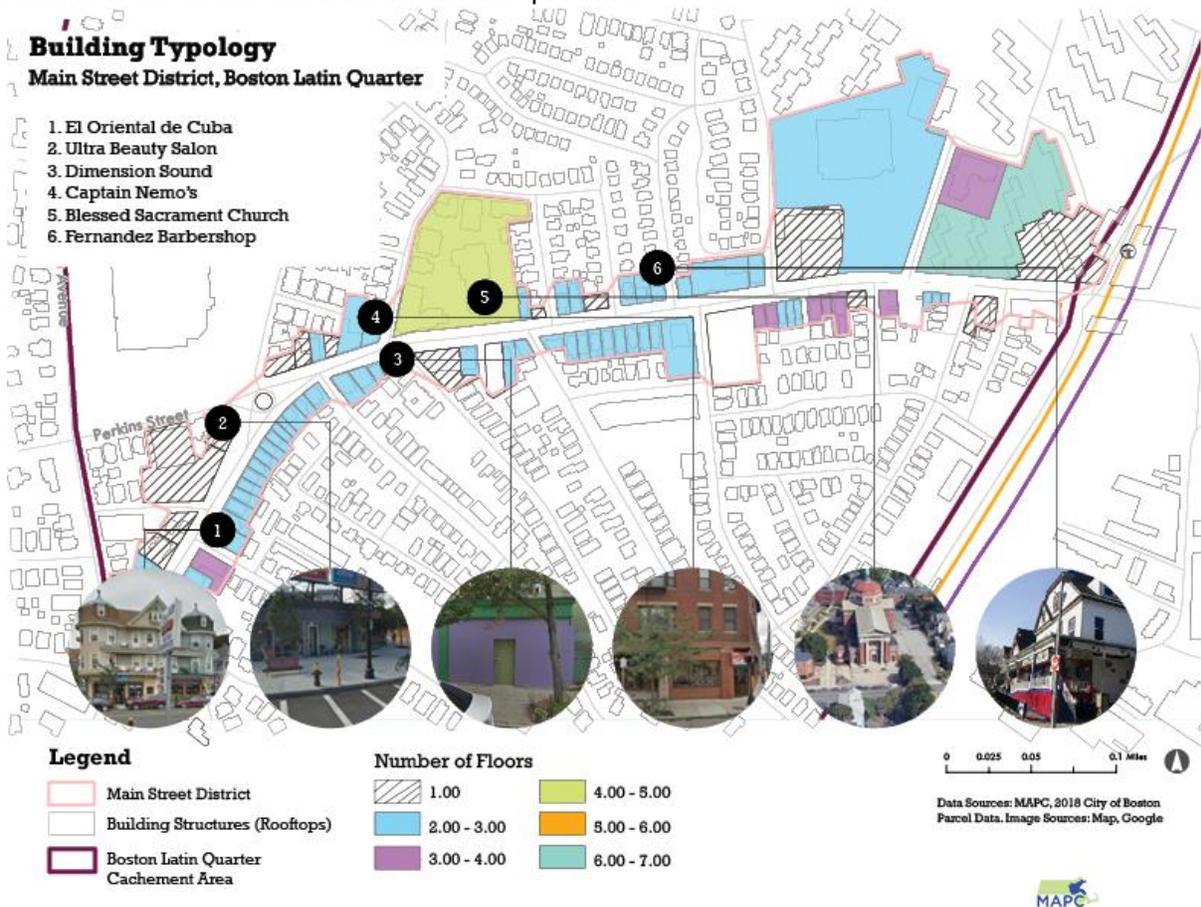


Building Typology

Residential buildings along Centre Street are typically two-and-a-half to three stories with bay windows and gabled roofs, although occasional flat-roofed triple-deckers and a few half-hip-roofed residential buildings are present (notably the Fernandez Barbershop building).

Commercial buildings typically represent two categories. Several commercial properties in the western section of the district are single-story commercial buildings, including the building housing Ultra Beauty Salon. In addition, mixed-use buildings are spread evenly across the district. Many of these are buildings built to the sidewalk as either wood-frame or masonry construction and feature decorative elements marking doorways, windows and cornice lines. A distinct building style in the district is a mixed-use building where businesses occupy a first-floor commercial space built out to the sidewalk while residential units occupy the upper stories set back from the street. Notable businesses located in buildings of this style include Pimentel Market and the Old Havana Cuban restaurant. Other businesses are located in first floor of residential buildings. Reyna Services and Fernandez Beauty & Barber Shop occupy former residential spaces. Sorella's, a well-loved institution in the district and formerly on 386 Centre Street before closing in March 2019, also occupied the first-floor of two homes. These mixed-use building types are home to many long-standing district businesses and feature smaller footprints than those offered in newer mixed-use commercial properties.

Several iconic buildings are exceptions to the categories identified above. These include the Mildred Hailey Apartments and the Blessed Sacrament Campus. The buildings that house El Oriental de Cuba, Ultra Beauty Salon, Captain Nemo's, and Dimension Sound also contribute distinctive architectural elements to the district and maintain an iconic presence.



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Zoning

The Latin Quarter is primarily zoned as two types of Neighborhood Business Subdistricts: Local Convenience Subdistrict and Neighborhood Shopping Subdistrict. Exceptions include the Mildred Hailey Housing Development, which is zoned as a Multifamily Residential Subdistrict, Mozart Park, which is zoned as Open Space for Recreational Use and three residential clusters that are zoned as Three-Family Detached Residential 5000-square-foot minimum lot size.

The overarching goal of a Neighborhood Business Subdistrict is to encourage development of businesses that provide services, employment, and entrepreneurial opportunities for the immediate and wider community. The Local Convenience Subdistrict encourages businesses that provide convenience goods and services for the immediate neighborhood while the Neighborhood Shopping Subdistrict aims to provide goods and services to a wider geography.

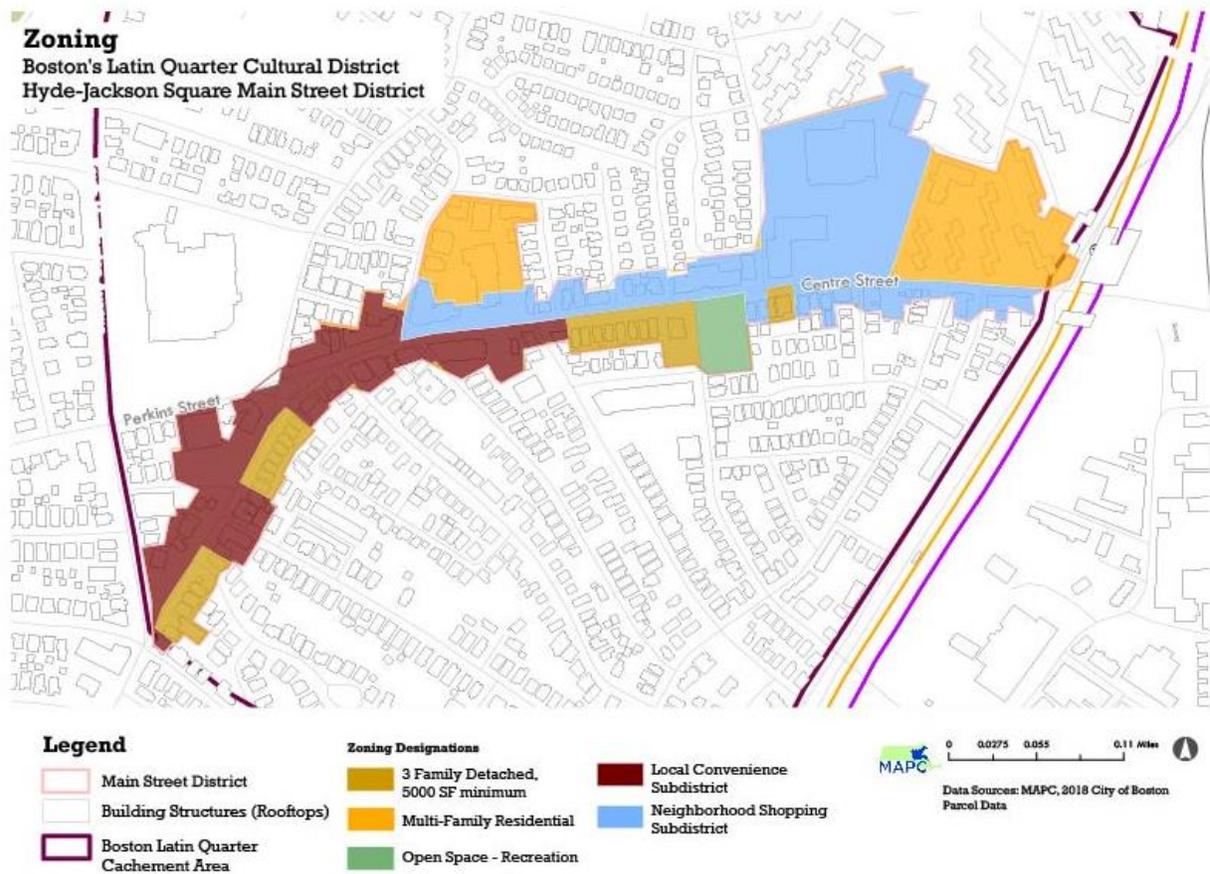
The Neighborhood Shopping Subdistrict starts at the eastern end of the Latin Quarter at the intersection of Centre and Bickford Streets, ending on the north side of Centre Street at the intersections of Westerly and Creighton Streets. Its proximity to the Jackson Square MBTA stop and major connector roads highlights its role in serving Jamaica Plain and other neighborhoods close to the Latin Quarter. In general, the Neighborhood Shopping Subdistrict allows for larger-scale construction to support businesses that serve a broader market. Building heights and floor area ratios are higher in the Neighborhood Shopping Subdistrict than the Local Convenience Subdistrict. The floor area ratio (FAR) is the ratio of a building's total floor area to the size of the parcel of land upon which it is built and the maximum building height.

The Local Convenience Subdistrict begins at Pimentel Market parcel on the corner of Wyman and Centre Streets and continues to the intersection of Centre Street and Huntington Avenue. This section of Centre Street is further from access to MBTA stations than the Neighborhood Shopping Subdistrict and has a concentration of businesses providing goods and services to the immediate neighborhoods. Zoning regulations encourage smaller-scale construction through lower building heights and floor area ratios. The chart below highlights these differences along with requirements for minimum lot size. Full dimensional regulations are in Article 55 Jamaica Plain Neighborhood District.

Latin Quarter Commercial Zoning District Regulations

Data Source: Boston Planning and Development Agency

Dimension Regulation	Local Convenience Subdistrict	Neighborhood Shopping Subdistrict
Maximum Floor Area Ratio (FAR)	1.0	2.0
Maximum Building Height	35	45
Minimum Lot Size	None	None



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Summary

The majority of new development in the Hyde-Jackson Square area contiguous with Boston's Latin Quarter is concentrated around the edge of the district at the Jackson Square MBTA station. The most immediate redevelopment opportunity within the heart of Boston's Latin Quarter itself is at the Blessed Sacrament Church. While the Latin Quarter has remained relatively insulated from large-scale redevelopment efforts, shifts in anchor tenants (Hi-Lo to Whole Foods) and rising rents in the commercial market have impacted the area's business composition, a critical element to the identity of the Latin Quarter itself. Apart from shifts in the businesses operating in the Latin Quarter, the larger landscape of commercial properties across Centre Street has experienced little change in ownership and key vacancies have persisted despite overall low vacancy rates. The dual impacts of rising rental rates and disengaged landlords are the biggest structural challenges related to commercial stability in the neighborhood.

Objetivos para las Áreas de Trabajo

Objectives for Work Areas

Seven areas of work organize the activities and objectives of Hyde Square Task Force, district partner organizations, and the Latin Quarter Advisory Committee. Within these areas of work, the values identified by the advisory committee inform objectives to guide the work of district implementation. The implementation strategy is oriented toward building on existing initiatives.

DISTRICT MANAGEMENT

1. Formalize Pathways for Community Leadership
2. Build Partnerships for Implementation
3. Identify Revenue Opportunities to Support District Growth

MARKETING AND BRANDING

4. Establish District Co-Branding Strategy
5. Support District Marketing and Branding
6. Support District Improvements and Beautification

PUBLIC ART AND PROGRAMMING

7. Elevate and Expand Public Art
8. Elevate and Expand Arts & Culture Programming

BUSINESS SUPPORT

9. Provide Support to Existing Businesses
10. Provide Support to New Businesses

ADVOCACY

11. Establish Partnerships for Achieving Development Priorities
12. Advocate for Affordable and Accessible Housing and Commercial Development in the Latin Quarter
13. Advocate for Affordable Creative Spaces in the Latin Quarter

STORYTELLING

14. Expand Awareness of Boston's Latin Quarter as a Site of Afro-Latin Heritage
15. Leverage Historic Preservation Tools and Resources

LANGUAGE

16. Promote and Expand Spanish Language Resources

Implementación

Implementation

PARTNERS

The recommendations within this cultural district plan draw on the history of collaboration among the organizations working in and around the district and exceed the capacity of any single organization. Successful implementation of the plan requires that district organizational and institutional partners identify, lead and fund implementation activities that align with their organizational capacities. The key district organizational partners described below have helped guide this cultural district plan through representation on the Latin Quarter Advisory Committee, as project advisors and as local champions of the work.

District Managing Partner: Hyde Square Task Force (HSTF)

As the city- and state-designated managing partner for Boston's Latin Quarter Cultural District, Hyde Square Task Force (HSTF) is decision-making entity responsible for implementing the cultural district plan. This includes approval of branding, promotion and signage for the cultural district and fundraising for HSTF implementation priorities. As the managing partner of Boston's Latin Quarter, HSTF will work in close collaboration with the Mayor's Office of Arts and Culture in making all major decisions. HSTF will set priorities for cultural district implementation activities that it will lead, taking into consideration the organization's mission, capacity, and funding considerations. HSTF will also provide administrative support and meeting space to the Latin Quarter Advisory Committee.

Municipal Partner: City of Boston Mayor's Office of Arts & Culture

Through its Cultural Districts program, the Boston Mayor's Office of Arts & Culture (MOAC) will work with HSTF to support implementation of Boston's Latin Quarter Cultural District. MOAC will share best practices from other cultural districts, support HSTF fundraising efforts and guidance on working with other City Departments and staff.

District Advisory Body: Latin Quarter Advisory Committee

The Latin Quarter Advisory Committee is the primary advisory body for Boston's Latin Quarter Cultural District. With representation from district managing partner HSTF, district organizational partners, and local artists and engaged residents, it is the primary vehicle for dialogue about district challenges and opportunities, coordinating district initiatives and activities, identifying opportunities for joint-fundraising, and communicating progress on cultural district plan implementation activities.

District Organizational Partners

Four core organizational partners listed below each hold a seat on the Latin Quarter Advisory Committee.

Hyde-Jackson Square Main Street (HJSMS) works toward its mission of creating a safe, visually vibrant, economically sound business district in Hyde and Jackson Squares. Many HJSMS initiatives align with the work of implementing the cultural district, including its district beautification programs, public art installations, cultural programming, promotional events such as the sidewalk sale, and its business assistance programs.

Jamaica Plain Neighborhood Development Corporation (JPNDC)'s mission of transforming the lives and amplifying the voices of Boston residents who have been excluded from prosperity by an unequal economic system informs its role as a non-profit developer. JPNDC is an important partner in business support and development advocacy. JPNDC initiatives to promote the well-being of neighborhood residents also align with cultural district implementation activities.

Urban Edge (UE) is dedicated to strengthening communities and families through affordable housing and vibrant neighborhoods. It is an important partner in development advocacy, beautification and programming.

The **Latin Quarter Business Association (LQBA)** formed during the cultural district planning process and to coordinate district businesses, artists, and entrepreneurs. Its goal of advocating for district issues such as improved public safety, parking management and district beautification, is aligned with implementation of business support activities in the cultural district.

YEAR ONE: Launch Boston's Latin Quarter

DISTRICT MANAGEMENT

Managing Boston's Latin Quarter Cultural District is a new area of work for Hyde Square Task Force. HSTF will evaluate the feasibility of launching implementation activities recommended in this plan in relation to funding opportunities and anticipated organizational capacity. In the first year, the priority will be to formalize this partnership structure with HSTF as the decision-making entity for the district working in collaboration with the City of Boston's Mayor's Office of Arts & Culture (MOAC) with the Latin Quarter Advisory Committee (LQAC) in an advisory role.

1. Formalize Pathways for Community Leadership: Formalize LQAC roles and responsibilities

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Adopt Latin Quarter Advisory Committee as district volunteer body of advisors</p> <ul style="list-style-type: none"> HSTF establishes formal roles and responsibilities for LQAC members. HSTF secures agreement from members to serve as advisors. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee members
<p>b. Establish Volunteer Leadership Team (Committee Co-Chair position)</p> <ul style="list-style-type: none"> HSTF confirms 1-3 LQAC members to serve as volunteer leadership team for LQAC. HSTF establishes regular meeting schedule between HSTF, MOAC, and LQAC Leadership Team 	<ul style="list-style-type: none"> Latin Quarter Advisory Committee Hyde Square Task Force Mayor's Office of Arts & Culture
<p>c. Establish City role in supporting district</p> <ul style="list-style-type: none"> HSTF and MOAC identify role for City of Boston in providing resources and support in implementing district plan. 	<ul style="list-style-type: none"> Mayor's Office of Arts & Culture Hyde Square Task Force
<p>d. Build network of Latin Quarter artists</p> <ul style="list-style-type: none"> HSTF helps create a network of artists and creatives to identify shared needs and priorities, advocate for the artist perspective and coordinate artistic programs for district. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor's Office of Arts & Culture Latin Quarter Artists Afro-Latin Artists
<p>e. Identify the best way of engaging youth in LQAC work</p>	<ul style="list-style-type: none"> Hyde Square Task Force

YEAR ONE

2. Build Partnerships for Implementation

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Explore partnership agreements.</p> <ul style="list-style-type: none"> HSTF explores feasibility of creating formal partnership agreements with district partners. LQAC, MOAC, and district partners advise on district partnership agreements. HSTF drafts agreements if it is determined to be feasible. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee in advisory role Mayor’s Office of Arts & Culture in advisory role District Partners
<p>b. Establish partnerships with district organizations.</p> <ul style="list-style-type: none"> HSTF works with district partners to establish commitment to cultural district implementation. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor’s Office of Arts & Culture as advisor District Partners

3. Identify Revenue Opportunities to Support District Growth

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Identify priority funding needs for implementation</p> <ul style="list-style-type: none"> HSTF determines district implementation funding priorities. HSTF estimates budget required for implementation of priority activities. HSTF works with LQAC and MOAC to identify potential funding sources. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee Mayor’s Office of Arts & Culture
<p>b. Fundraise</p> <ul style="list-style-type: none"> HSTF supports district implementation funding priorities District partners support partner implementation priorities Artists and event organizers support district arts & culture programming. 	<ul style="list-style-type: none"> Hyde Square Task Force District Partners Latin Quarter artists and event organizers
<p>c. Identify Potential Revenue Streams</p> <ul style="list-style-type: none"> HSTF identifies creative revenue strategies aligned with district implementation priorities. LQAC advises on HSTF plan for how district revenue will support district activities. HSTF adopts plan for revenue to support cultural district activities. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor’s Office of Arts & Culture Latin Quarter Advisory Committee

MARKETING AND BRANDING

Launching the marketing and branding strategy developed by MORE Advertising for Boston's Latin Quarter will be an important area of work for the district in its first year of implementation.

4. Support District Marketing and Branding

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Launch Latin Quarter Marketing Strategy</p> <ul style="list-style-type: none"> HSTF leads implementation of marketing and branding strategy. LQAC guides and supports HSTF implementation of district marketing and branding strategy. HSTF publicizes strategy and builds partnerships. HSTF integrates strategy into district events, activities, promotion. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor's Office of Arts & Culture Latin Quarter Advisory Committee, in advisory role

5. Support District Improvements and Beautification

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Develop plan to brand district gateways</p> <ul style="list-style-type: none"> HSTF leads development of plan to brand district gateways. LQAC advises on plan to brand district gateways. MOAC facilitates approval of plan to brand district gateways within City of Boston. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor's Office of Arts & Culture Latin Quarter Advisory Committee, in advisory role.
<p>b. Pursue opportunities for public art and wayfinding to enhance district identity and brand</p> <ul style="list-style-type: none"> HSTF coordinates with MOAC to lead public art and wayfinding projects. LQAC helps generate ideas and build partnerships for public art and wayfinding. District partners support and contribute to public art and wayfinding initiatives. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor's Office of Arts & Culture Latin Quarter Advisory Committee District Partners

PUBLIC ART AND PROGRAMMING

In the first year, the focus will be on launching and sustaining the Latin Quarter World's Fair as a signature event in the district. Releasing the Boston's Latin Quarter Documentary and building new programs around it is another key area of work in the first year. The district should support residents, property owners, and artists working to bring additional artistic programs and public art to the district.

6. Elevate and Expand Public Art

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Support new community and artist-generated public art projects</p> <ul style="list-style-type: none"> HSTF supports community- and artist-generated public art projects. LQAC advises HSTF on supporting new public art projects. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee
<p>b. Explore opportunities for new public art</p> <ul style="list-style-type: none"> HSTF explores opportunities for new murals and public art in the district. LQAC advises HSTF on opportunities for new public art. MOAC connects HSTF to artists, public art programs and other resources. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor’s Office of Arts & Culture Latin Quarter Advisory Committee

7. Elevate and Expand Arts & Culture Programming

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Launch Latin Quarter World’s Fair</p> <ul style="list-style-type: none"> LQWFC executes Latin Quarter’s World Fair event on Sept. 15. HSTF coordinates launch of Latin Quarter Cultural District with LQWF event. 	<ul style="list-style-type: none"> Latin Quarter World’s Fair Committee (LQWFC) Hyde Square Task Force
<p>b. Support youth through district programming</p> <ul style="list-style-type: none"> HSTF supports youth artistic expressions through district programming. 	<ul style="list-style-type: none"> Hyde Square Task Force

Business Support

In the first year of implementation, business support will focus on supporting the launch of the Latin Quarter Business Association and helping to coordinate its needs with existing district partners with the capacity to provide technical assistance.

8. Provide Support to Existing Businesses

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Launch Latin Quarter Business Association</p> <ul style="list-style-type: none"> Damaris Pimentel and Oliver Baez lead effort. District partners support businesses with training and technical assistance. 	<ul style="list-style-type: none"> Latin Quarter Business Association Hyde-Jackson Square Main Street Jamaica Plain Neighborhood Development Corporation

- b. Initiate joint marketing campaign to support Latin Quarter Business Association
 - HSTF shares BLQ branding materials and strategy with LQBA.
 - Artists and business owners assist in implementing BLQ branding strategy.
 - District partners support businesses with training and technical assistance.
-
- c. Strengthen district programming to attract new customers to the district.
 - HSTF works with HJSMS to advertise its programming as part of Latin Quarter event schedule.
 - HSTF coordinates with LQBA to ensure programming supports business needs.

- Latin Quarter Business Association
 - Hyde Square Task Force
 - Artists and Business Owners
 - Hyde-Jackson Square Main Street
 - Jamaica Plain Neighborhood Development Corporation
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- Hyde Square Task Force
 - Hyde-Jackson Square Main Street
 - Latin Quarter Business Association

ADVOCACY

The first year’s work will lay the groundwork for effective advocacy by coordinating with district partners around the vision and priorities for the district in terms of affordable housing, affordable commercial space, and an increase in creative space in the district. In addition, these conversations will identify opportunities for development partners to support public art, storytelling, and dual-language accessibility.

9. Establish Partnerships for Achieving Development Priorities

TASKS

- a. Share district vision and priorities with local development partners.
 - HSTF hosts meetings and leads follow up.
 - LQAC advises HSTF on priorities for mitigating displacement and supporting the arts.
 - Latin Quarter developers discuss vision for Latin Quarter in relation to their development pipelines.

CORE IMPLEMENTATION PARTNERS

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Latin Quarter developers: Jamaica Plain Neighborhood Development Corporation, Urban Edge, The Community Builders, Boston Community Ventures, Inc. and others.

STORYTELLING

Storytelling work in the first year should build off the artistic products created by local artists through the Latin Quarter creative placemaking initiative to expand awareness of the district.

1.2. Expand Awareness of Boston's Latin Quarter as a Site of Afro-Latin Heritage

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Release Boston's Latin Quarter documentary</p> <ul style="list-style-type: none">• HSTF and Connolly Library coordinate official release event.• HSTF advertises release, builds interest, and coordinates additional viewing events.	<ul style="list-style-type: none">• Hyde Square Task Force• Connolly Library• Local artists
<p>b. Develop plan to expand reach of artistic works and to use works for storytelling initiatives.</p> <ul style="list-style-type: none">• HSTF works with local artists to generate ideas for how artistic works can support storytelling.• HSTF supports artists' fundraising for distribution and display of artistic works.• LQAC advises HSTF on plan for expanding the reach of artistic works and their use for district storytelling.	<ul style="list-style-type: none">• Hyde Square Task Force• Latin Quarter Advisory Committee, in advisory role• Local artists
<p>c. Reach out to funders for advice on grants that could support storytelling goals of Boston's Latin Quarter</p> <ul style="list-style-type: none">• HSTF meets with funders to learn about grant programs and technical assistance available.	<ul style="list-style-type: none">• Hyde Square Task Force

YEARS TWO – THREE: Build Capacity & Engagement

The second and third years of district implementation will build on work that has started and grown over the first year. Additional work areas will build capacity for achieving district goals through fundraising, training, and leadership development, and engaging members of the community and key partners in developing district programs.

DISTRICT MANAGEMENT

1. Formalize Pathways for Community Leadership: Develop LQAC roles and responsibilities

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Convene Latin Quarter Advisory Committee quarterly to coordinate and implement work plan.</p> <ul style="list-style-type: none"> HSTF hosts meetings, sets agendas, and reports on implementation. LQLT helps HSTF with meeting preparation and facilitation. LQAC advises HSTF on implementation. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Leadership Team Latin Quarter Advisory Committee
<p>b. Support Volunteer Leadership Team</p> <ul style="list-style-type: none"> HSTF meets regularly with LQLT and supports members in roles. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Leadership Team
<p>c. Formalize roles and responsibilities for BLQ</p> <ul style="list-style-type: none"> Pending funding, HSTF commits staff time, administrative and financial support and programming for district. MOAC commits resources and services to support district. LQAC members, as individuals and organizations, commit to volunteer leadership role to guide district and to provide services and support to ensure success of district in accordance with shared values. HSTF records roles and commitments in written document. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor’s Office of Arts & Culture LQAC

2. Build Partnerships for Implementation

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Continue to develop and secure partnerships with district organizations</p> <ul style="list-style-type: none"> HSTF works with district partners to establish commitment to cultural district implementation. 	<ul style="list-style-type: none"> Hyde Square Task Force Mayor’s Office of Arts & Culture as advisor District Partners

3. Identify Revenue Opportunities to Support District Growth

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. District partners identify funding needs for implementation</p> <ul style="list-style-type: none"> ● District partners determine implementation priorities. ● District partners estimate budgets required for implementation of priority activities. ● District partners work with HSTF, LQAC, MOAC to identify areas of collaboration and potential funding sources. 	<ul style="list-style-type: none"> ● District Partners ● Latin Quarter Advisory Committee ● Hyde Square Task Force, in advisory role ● Mayor’s Office of Arts & Culture, in advisory role
<p>b. Prioritize new fundraising efforts based on project momentum.</p> <ul style="list-style-type: none"> ● Hyde Square Task Force evaluates fundraising efforts and successes; identify areas of momentum for fundraising ● LQAC advises HSTF on areas of momentum and fundraising priorities. 	<ul style="list-style-type: none"> ● Hyde Square Task Force ● Latin Quarter Advisory Committee
<p>c. Pilot revenue strategy for the Latin Quarter</p> <ul style="list-style-type: none"> ● HSTF implements a strategy to generate revenue for the Latin Quarter. ● LQAC and LQLT advises HSTF on revenue strategy implementation. 	<ul style="list-style-type: none"> ● Hyde Square Task Force ● Latin Quarter Advisory Committee ● Latin Quarter Leadership Team
<p>d. Develop district funding agreement</p> <ul style="list-style-type: none"> ● HSTF develops narrative of priorities and plan for allocating and managing district revenue. ● LQAC and LQLT advises HSTF on a plan for allocating and managing district revenue through HSTF. ● Local artists advise HSTF on language related to revenues generated through artistic activities. 	<ul style="list-style-type: none"> ● Hyde Square Task Force ● Latin Quarter Advisory Committee ● Latin Quarter Leadership Team ● Local Artists
<p>e. Raise funds to support district priorities</p> <ul style="list-style-type: none"> ● HSTF writes grants and manages revenue-generating activities using approved funding agreement as a guide. 	<ul style="list-style-type: none"> ● Hyde Square Task Force

MARKETING AND BRANDING

4. Support District Marketing and Branding

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Continue implementation of Marketing and Branding Strategy.</p> <ul style="list-style-type: none"> HSTF leads adoption of marketing and branding strategy. LQAC advises HSTF on marketing and branding strategy. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee

5. Support District Improvements and Beautification

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Continue effort to brand district gateways.</p> <ul style="list-style-type: none"> HSTF leads fundraising to implement gateway-branding initiatives, including monumental sculptural artwork by Latinx artist to mark district gateways. LQAC advises on fundraising and implementation of gateway branding initiatives. MOAC facilitates implementation of gateway branding initiatives with City of Boston. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee Mayor's Office of Arts & Culture
<p>b. Pursue opportunities for public art and wayfinding to enhance district identity.</p> <ul style="list-style-type: none"> HSTF coordinates with MOAC to lead public art and wayfinding projects and identify related revenue-generation opportunities. LQAC helps generate ideas and build partnerships for public art and wayfinding. MOAC connect HSTF with appropriate city departments and resources. District partners support and contribute to public art and wayfinding initiatives. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee Mayor's Office of Arts & Culture District partners

PUBLIC ART AND PROGRAMMING

6. Elevate and Expand Public Art

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Explore feasibility of Latin Quarter Public Art Program</p> <ul style="list-style-type: none"> HSTF and MOAC assess feasibility of public art program for Latin Quarter. LQAC advises HSTF on developing a public art program for the Latin Quarter. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee Mayor's Office of Arts & Culture
<p>b. Connect public art to business support and storytelling in Latin Quarter</p> <ul style="list-style-type: none"> HSTF explores projects that integrate public art with business support and storytelling initiatives. LQAC advises on opportunities to integrate business stories into public art. MOAC facilitates project implementation within City of Boston. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee Mayor's Office of Arts & Culture
<p>c. Explore feasibility of artist residency program for Boston's Latin Quarter</p> <ul style="list-style-type: none"> HSTF evaluates feasibility of launching residency program within existing and anticipated organizational capacity. LQAC advises HSTF on feasibility and development of an artist residency program. MOAC advises on structure and feasibility of an artist residency program. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter Advisory Committee Mayor's Office of Arts & Culture

7. Elevate and Expand Arts & Culture Programming

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Expand Latin Quarter World's Fair</p> <ul style="list-style-type: none"> HSTF shares creative evaluation strategy and branding strategy with Latin Quarter World's Fair Committee (LQWFC). LQWFC evaluates event and plans for expansion. LQAC advises HSTF and LQWFC on expanding Latin Quarter World's Fair. 	<ul style="list-style-type: none"> Hyde Square Task Force Latin Quarter World's Fair Committee Latin Quarter Advisory Committee Mayor's Office of Arts & Culture

- MOAC facilitates expansion of LQWF within the City of Boston.

- b. Support youth and emerging artists through district arts and culture programming
- HSTF continues to showcase youth artistic expressions through district programming.
 - LQAC advises HSTF on supporting youth and emerging artists.
 - HSTF and MOAC connect emerging artists and established artists engaged in district arts & culture programming.
 - HSTF and MOAC connect Latin Quarter artists to city and regional resources and opportunities.
 - LQWFC assesses efforts to integrate youth employment in LQWF and adjust approach.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Mayor's Office of Arts & Culture
- Latin Quarter World's Fair, Committee

- c. Explore new programming that highlights neighborhood arts, culture, and heritage, such as walking tours, community viewing of Latin Quarter artistic works, bilingual arts programs.
- HSTF solicits ideas for new district programming through conversations with local artists, Connolly Library, JPHS, and other district stakeholders.
 - LQAC and LQLT advise HSTF on selection of new programming to pursue.
 - LQBA identifies local businesses interested in hosting new programming.
 - MOAC advises HSTF on funding and resources to support new programming.
 - HSTF initiates conversations with funders about new programming priorities.
 - Pending funding and capacity, HSTF pursues new district programming initiatives.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Latin Quarter Leadership Team
- Latin Quarter Business Association
- Mayor's Office of Arts & Culture
- Local Artists
- Connolly Library
- JP Historical Society
- Funders

BUSINESS SUPPORT

After the first year, business support activities can be initiated by the Latin Quarter Business Association, supported directly by district partners, and coordinated with other district activities through the HSTF.

8. Provide Support to Existing Businesses

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Execute quick-win project such as parking improvements, public safety initiatives, or district beautification to strengthen Latin Quarter Business Association</p> <ul style="list-style-type: none"> • LQBA discusses and prioritizes one quick-win project to pursue with appropriate district partners • HSTF and LQ Leadership Team help connect projects to support from City of Boston through MOAC Cultural Districts program. • MOAC helps connect LQBA to appropriate city staff and programs. • HSTF, with advice from LQAC, coordinates LQBA project with other cultural district efforts. 	<ul style="list-style-type: none"> • Latin Quarter Business Association • Hyde Square Task Force • Latin Quarter Advisory Committee • Mayor’s Office of Arts & Culture • Hyde-Jackson Square Main Street • Jamaica Plain Neighborhood Development Corporation
<p>b. Initiate implementation of Commercial Stabilization Strategy 2: Targeted Business Assistance</p> <ul style="list-style-type: none"> • HSTF convenes business support providers to discuss Targeted Business Assistance strategy. • Pending funding and capacity, business support providers identify recommendations for which they can support implementation. 	<ul style="list-style-type: none"> • Hyde Square Task Force • Latin Quarter Business Association • Hyde-Jackson Square Main Street • Jamaica Plain Neighborhood Development Corporation
<p>c. Identify additional areas of technical assistance for business support such as marketing, business model development, financial management</p> <ul style="list-style-type: none"> • HSTF shares business support needs with business support providers • LQBA and LQAC advises HSTF on business support needs in district. • Pending funding and capacity, business support providers address support needs of district businesses. 	<ul style="list-style-type: none"> • Hyde Square Task Force • Latin Quarter Business Association • Latin Quarter Advisory Committee • Hyde-Jackson Square Main Street • Jamaica Plain Neighborhood Development Corporation

d. Integrate district partner programming into Latin Quarter event schedule and branding to increase sales and new customers for businesses

- HSTF shares BLQ branding and marketing resources with district partners and includes partner-led programming in district event promotion.
- LQAC advises HSTF on plan for cross-promotion of district events and integrating organizations' branding into district branding.
- District partners integrate BLQ branding and marketing into event promotion and promote HSTF-led events.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Hyde-Jackson Square Main Streets
- Latin Quarter World's Fair Committee
- Connolly Library
- JP Historical Society

e. Identify opportunities for coordinate business promotion and district branding

- HSTF works with LQBA and district partners on plan to promote businesses through district branding efforts.

- Hyde Square Task Force
- Latin Quarter Business Association
- Hyde-Jackson Square Main Streets

9. Provide Support to New Businesses

TASKS

a. Initiate implementation of Commercial Stabilization Strategy 1: Business Attraction

- HSTF convenes key partners to discuss strategy.
- Pending funding and capacity, partners to identify gaps in Latin Quarter business mix and businesses interested in expanding.
- Pending funding and capacity, HSTF convenes Latin Quarter creative entrepreneurs to identify needs and priorities.
- MOAC connects HSTF and district partners to appropriate City of Boston resources.

CORE IMPLEMENTATION PARTNERS

- Hyde Square Task Force
- Jamaica Plain Neighborhood Development Corporation
- Urban Edge
- The Community Builders
- Boston Community Ventures, Inc.
- Mayor's Office of Arts & Culture

b. Initiate implementation of Commercial Stabilization Strategy 3: Commercial Development Guidelines to Support Local Businesses

- HSTF discusses commercial space development with JPNDC, UE, TCB, BCVI, and other LQ developers.
- LQAC and LQBA advise HSTF on implementation of commercial development guidelines.
- HSTF prepares statement of BLQ priorities in preparation for Article 80 development review processes.

- Hyde Square Task Force
- Jamaica Plain Neighborhood Development Corporation
- Urban Edge
- The Community Builders
- Boston Community Ventures, Inc.
- Latin Quarter Advisory Committee
- Latin Quarter Business Association

c. Advocate for release of \$47 million in state bond funding dedicated to redevelopment and infrastructure improvements in the Latin Quarter.

- Hyde Square Task Force
- Mayor’s Office of Arts & Culture
- Jamaica Plain Neighborhood Development Corporation
- Urban Edge
- The Community Builders
- Boston Community Ventures, Inc.
- Latin Quarter Advisory Committee
- Latin Quarter Business Association

ADVOCACY

10. Establish Partnerships for Achieving Development Priorities

TASKS

- a. Initiate implementation of Commercial Stabilization Strategy 4: Community-Oriented Commercial Development**
- HSTF convenes key partners to discuss strategy.
 - HSTF discusses community space development with JPNDC, UE, TCB, BCVI., and other LQ developers.
 - HSTF explores opportunities to increase community ownership of commercial space in BLQ.

CORE IMPLEMENTATION PARTNERS

- Latin Quarter Advisory Committee, meet with JPNDC, HSTF, and Urban Edge The Community Builders, Boston Community Ventures, Inc. and other LQ developers to learn about and discuss development pipeline for area and opportunities for alignment with district goals and priorities.

b. Advocate for release of \$47 million in state bond funding dedicated to redevelopment and infrastructure improvements in the Latin Quarter.

- Hyde Square Task Force
 - Mayor's Office of Arts & Culture
 - Jamaica Plain Neighborhood Development Corporation
 - Urban Edge
 - The Community Builders
 - Boston Community Ventures, Inc.
 - Latin Quarter Advisory Committee
 - Latin Quarter Business Association
-

YEARS TWO TO THREE

ONGOING WORK

While all of the work in this plan is contingent on feasibility and organizational capacity, three areas of work stand out as new areas of work for Hyde Square Task Force and members of the Latin Quarter Advisory Committee: development advocacy, storytelling, and language. Recommendations in this section will require additional pre-work within and among district partners to assess feasibility and timelines for completion.

ADVOCACY

1.1. Establish Partnerships for Achieving Development Priorities

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Continue implementation of Commercial Stabilization Strategy 3: Commercial Development Guidelines to Support Local Businesses and Strategy 4: Community-Oriented Commercial Development</p> <ul style="list-style-type: none">● HSTF leads implementation of Commercial Stabilization Strategies 3, 4, and 7 with LQ developers.● LQAC and LQBA advise HSTF on implementation of strategies.● HSTF advocates for BLQ priorities during Article 80 development review processes.	<ul style="list-style-type: none">● Hyde Square Task Force● Jamaica Plain Neighborhood Development Corporation● Urban Edge● The Community Builders● Boston Community Ventures, Inc.● Latin Quarter Advisory Committee● Latin Quarter Business Association
<p>b. Advocate for release of \$47 million in state bond funding dedicated to redevelopment and infrastructure improvements in the Latin Quarter.</p>	<ul style="list-style-type: none">● Hyde Square Task Force● Mayor's Office of Arts & Culture● Jamaica Plain Neighborhood Development Corporation● Urban Edge● The Community Builders● Boston Community Ventures, Inc.● Latin Quarter Advisory Committee● Latin Quarter Business Association

12. Advocate for Affordable and Accessible Housing and Commercial Development in the Latin Quarter

TASKS	CORE IMPLEMENTATION PARTNERS
<p>a. Continue implementation of Commercial Stabilization Strategy 3: Commercial Development Guidelines to Support Local Businesses and Strategy 4: Community-Oriented Commercial Development</p> <ul style="list-style-type: none"> • HSTF leads implementation of Commercial Stabilization Strategies 3 and 4 with LQ developers. • LQAC and LQBA advise HSTF on implementation of strategies. • HSTF advocates for BLQ priorities during Article 80 development review processes. 	<ul style="list-style-type: none"> • Hyde Square Task Force • Jamaica Plain Neighborhood Development Corporation • Urban Edge • The Community Builders • Boston Community Ventures, Inc. • Latin Quarter Advisory Committee • Latin Quarter Business Association
<p>b. Initiate implementation of Commercial Stabilization Strategy 7: Mitigation of Residential Displacement</p> <ul style="list-style-type: none"> • HSTF works with MOAC to identify opportunities to assess residential displacement risk for Latinx families in BLQ. • HSTF convenes LQ developers to discuss issue of residential displacement risk. 	<ul style="list-style-type: none"> • Hyde Square Task Force • Mayor's Office of Arts & Culture • Jamaica Plain Neighborhood Development Corporation • Urban Edge • The Community Builders • Boston Community Ventures, Inc.
<p>c. Continue implementation of Commercial Stabilization Strategy 3: Commercial Development Guidelines to Support Local Businesses and Strategy 4: Community-Oriented Commercial Development and Strategy 7: Mitigation of Residential Displacement</p> <ul style="list-style-type: none"> • HSTF leads implementation of Commercial Stabilization Strategies 3, 4 and 7 with LQ developers and City of Boston. • LQAC advises HSTF on issues of affordable commercial and residential space. • Pending funding and capacity, LQ developers work with HSTF to identify opportunities to help implement Strategies 3, 4, and 7 through new development. 	<ul style="list-style-type: none"> • Hyde Square Task Force • Mayor's Office of Arts & Culture • Latin Quarter Advisory Committee • Jamaica Plain Neighborhood Development Corporation • Urban Edge • The Community Builders • Boston Community Ventures, Inc.

- d. Advocate for release of \$47 million in state bond funding dedicated to redevelopment and infrastructure improvements in the Latin Quarter.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Consultants

13. Advocate for Affordable Creative Spaces in the Latin Quarter

TASKS

CORE IMPLEMENTATION PARTNERS

- a. Explore opportunities for creative work space for artists
 - Pending funding and capacity, HSTF convenes Latin Quarter artists and creative entrepreneurs to identify creative-workspace preferences.
 - LQAC advises HSTF on creative workspace development recommendations.
 - HSTF works with LQ developers to identify opportunity sites for new creative workspaces.
 - HSTF advocates for new developments to address creative workspace preferences through Article 80 processes.

- Hyde Square Task Force
- Mayor's Office of Arts & Culture
- Latin Quarter Advisory Committee
- Jamaica Plain Neighborhood Development Corporation
- Urban Edge
- The Community Builders
- Boston Community Ventures, Inc.

- b. Explore feasibility of indoor cultural facility and/or gallery in Latin Quarter
 - HSTF works with LQ developers to identify opportunity sites for cultural facility or gallery space in new development programs.
 - MOAC assists in assessing feasibility of gallery or cultural facility in new development.

- Hyde Square Task Force
- Mayor's Office of Arts & Culture
- Jamaica Plain Neighborhood Development Corporation
- Urban Edge
- The Community Builders
- Boston Community Ventures, Inc.

STORYTELLING

The story of Boston's Latin Quarter and its growth as a hub of Afro-Latin heritage is critical to the meaning of the cultural district. Efforts to build on the storytelling work begun with the artistic works created as part of the Latin Quarter Creative Placemaking project can deepen residents' connections to the story of their neighborhood, strengthen the identity of the district for visitors, and establish a foundation of content that can be integrated into arts and culture programming, marketing, and preservation initiatives. Documenting the history of the district and its important people, events, and places will be an important foundation for long-term preservation strategies. Additional work in partnership with academic institutions can help to frame the connection of the district to national history to establish the significance of the neighborhood to larger historical narratives.

14. Expand Awareness of Boston's Latin Quarter as a Site of Afro-Latin Heritage

TASKS

- a. Build on foundation of artistic works created for Boston's Latin Quarter to expand awareness of Latinx heritage in BLQ
 - HSTF coordinates with local artists, Connolly Library, JPHS and local schools to share Latin Quarter artistic works with new audiences.
 - LQAC advises HSTF on building new programming and interpretive narratives to extend audience and impact of Latin Quarter artistic works.
 - District partners help connect businesses to new programming and interpretive narratives to expand customer base for business district.
 - HSTF reaches out to local funders to discuss potential funding and resources to support program development.

CORE IMPLEMENTATION PARTNERS

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Local artists
- Connolly Library
- Jamaica Plain Historical Society
- Local schools
- Latin Quarter Business Association
- Funders

- b. Explore feasibility of oral history project to document Latinx business history, Latinx artist and public art history or other community stories in Latin Quarter.
 - HSTF and LQLT convene JPBS, 829 Boston, Connolly library, local elementary schools and local funders to assess feasibility of an oral history project to capture stories, artifacts, and documentation of neighborhood history
 - LQAC advises HSTF on development of oral history project.
 - MOAC supports feasibility assessment and project development with advise and resources as available.
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- c. Integrate storytelling into public art, programming, and district marketing strategy
 - HSTF reviews Latin Quarter Storytelling Strategy and identify promising areas for additional work integrating storytelling into district activities.
 - LQAC advises HSTF on integration of storytelling into district activities.
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- Hyde Square Task Force
- Mayor’s Office of Arts & Culture
- Latin Quarter Advisory Committee
- Latin Quarter Leadership Team
- JP Historical Society
- 829 Boston
- Connolly Library
- Local elementary schools
- Local funders

- Hyde Square Task Force
- Latin Quarter Advisory Committee

15. Leverage Historic Preservation Tools and Resources

TASKS

CORE IMPLEMENTATION PARTNERS

- a. Explore historic inventory project for Boston’s Latin Quarter
 - Pending funding and capacity, HSTF works with JPBS and MHC to develop goals and approach to inventory project for Boston’s Latin Quarter.
 - LQAC advises HSTF on historic inventory planning initiative.
 - MHC provides advice and assistance in developing historic inventory plan for Boston’s Latin Quarter.
 - MOAC provides support and coordination with Boston Landmarks Commission.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Jamaica Plain Historical Society
- Mass Historical Commission
- Mayor’s Office of Arts & Culture
- Boston Landmarks Commission

b. Explore partnerships with academic institutions to document Boston's Latin Quarter's historic significance

- HSTF meets with funders to discuss opportunities to partner with academic institutions or scholars to interpret the Latin Quarter's historic significance.

- Hyde Square Task Force
- Local funders

c. Identify and inventory key people, objects, buildings and areas associated with Latin Quarter's historic significance.

- Pending funding and capacity, HSTF works with JPHS to identify thematic areas of interest (businesses, public art, activism, etc.) and initiate process of identifying individuals and locations associated with those historic themes.
- JP Historical Society to lead effort to inventory objects, buildings, and areas of importance to Latin Quarter history.
- LQAC advises on identification of areas of interest and inventory effort.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Jamaica Plain Historical Society

d. Collect and archive artifacts from Boston's Latin Quarter.

- Pending funding and capacity, HSTF works with JPHS to organize bilingual effort to solicit, identify, catalogue and archive artifacts from Latin Quarter history.
- LQAC advises on effort to collect and archive artifacts.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Jamaica Plain Historical Society

LANGUAGE

The use of Spanish language is an important element of cultural district development for Boston's Latin Quarter. Ensuring that Spanish-speakers feel welcome and at home in the district is one aspect of this area of work. Another is ensuring that Spanish-speaking residents who cannot speak English well or at all have access to resources and services in Spanish and access to resources that help build English-language competence.

16. Promote and Expand Spanish Language Resources

TASKS

CORE IMPLEMENTATION PARTNERS

- a. Identify businesses that would benefit from increased Spanish-English language accessibility
- Pending funding and capacity, HSTF works with Latin Quarter Business Association to identify businesses that cannot easily serve English-speaking or Spanish-speaking customers.
 - Pending funding and capacity, HSTF shares information on language accessibility with HJSMS and JPNDP to help target programs to appropriate businesses.

- Hyde Square Task Force
- Latin Quarter Business Association
- Hyde-Jackson Square Main Street
- Jamaica Plain Neighborhood Development Corporation

- b. Identify opportunities for youth, and artists to support Spanish-English language accessibility in district
- HSTF explores opportunities for youth and artists to help increase Spanish-English language access in district, including access to language education.
 - LQAC advises HSTF on opportunities for youth and artists to help bridge language gaps in district Latin Quarter Business Association, connect programs to businesses to test different approaches.
 - LQBA helps to increase Spanish-English language access resources to district businesses.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Latin Quarter Business Association
- Connolly Library
- Spanish and English language schools

- c. Explore opportunities to elevate Spanish through district marketing, storytelling, public art and programming
- HSTF works with MOAC to create language standards for district signage.
 - LQAC advises HSTF on language standards for district signage.
 - MOAC assists HSTF with access to translation resources.
 - Pending funding and capacity, HSTF implements language standards for district.

- Hyde Square Task Force
- Latin Quarter Advisory Committee
- Mayor's Office of Arts & Culture

YEARS FOUR – FIVE: Expand Impact

After the third year, Hyde Square Task Force, the City of Boston, and the Latin Quarter Advisory Committee and Leadership Team ought to evaluate progress toward the district vision. At this point, it will be clear whether initial efforts have blossomed into sustainable organizational structures and activities and the challenges of implementation will be more apparent. This evaluation should look at whether the disparate activities of the district are building toward a coherent district identity, whether artists are more visible and active in the district, whether the district is retaining more Latinx residents and growing new Latinx-owned businesses, and how well youth and residents of Mildred Hailey Apartments have been integrated into district activities and outcomes.

Once the district has established its structures, brand identity, and coordination among its various partners, it can identify a strategic direction to focus its future efforts. This section illustrates inspirational models that could provide a structure for a long-term strategic direction for the district.

Project Row Houses

<https://projectrowhouses.org>

Project Row Houses illustrates how arts can anchor a coordinated strategy of affordable housing development, storytelling, historic preservation, and business support structures. Begun as an artistic redevelopment of row houses in Houston’s Third Ward, a historically African American neighborhood. Through partnerships with community organizations and the development of new organizations, Project Row Houses brings together culturally oriented economic development with affordable housing development, historic preservation, and a bold artistic vision that includes artist residencies, galleries, socially-engaged art, storytelling. In addition, the program offers small business incubation, tutoring and support for young mothers.

Project Row Houses models a responsiveness to community needs that echoes the development of Boston’s Latin Quarter Cultural District. It illustrates how the various elements of work from developing an artistic foundation for the work to integrating storytelling, business support, development strategies, and historic preservation can come together into a coherent whole.

Calle 24 Latino Cultural District

<https://www.calle24sf.org/en/>

Calle 24 Latino Cultural District in San Francisco illustrates how a cultural district can engage effectively in advocacy to mitigate displacement through preservation of cultural assets and historic building fabric, support for lease negotiation, attraction of culturally relevant businesses, and community organizing.